

NORTHWEST MISSOURI REGIONAL PLAN

Program Years 05-06

Table of Contents

Attachment 1 -	page 39	- List of One Stop, Affiliate and Satellite Centers
Attachment 2 -	page 41	- Northwest Workforce Investment Board Roster
Attachment 3 -	page 42	- NW Workforce Investment Board By-Laws
Attachment 4 -	page 52	- Complaint & Grievance Procedures
Attachment 5 -	page 58	- Planning Budget Summaries
Attachment 6 -	page 59	- Northwest Memorandum of Understanding
Attachment 7 -	NA	- Performance Improvement Plan
Attachment 8a -	page 69	- Letter of Agreement – CLEO/ WIB/ NCMC
Attachment 8b -	page 70	- Agreement Between Northwest CLEOs
Attachment 9 -	page 80	- Northwest Plant Closures and Layoffs
Attachment 10 –	page 85	- Negotiated Performance Measures

Final Submission – September 26, 2005

Approved - October 3, 2005

NORTHWEST MISSOURI REGIONAL PLAN

Program Years 05-06

I. Local Workforce Investment Board's Vision

State the local board's vision for the workforce investment region and how this vision meets, interprets and furthers the Governor's vision and the national direction.

"Through partnership with each local community, it is our vision that every employer will maintain a qualified, productive workforce; and that every job-seeker will have education and training opportunities, throughout their lifetime, which lead to a lasting, living-wage job commensurate with their abilities and goals." This vision is one that was adopted in 2001, and remains unaltered. However, Board strategic planning completed in 2003 added this "desired future state" to our visioning:

- Population is increasing in the region, creating a larger pool for available workforce. This compensates for retiring baby-boomers.
- Educational institutions are providing classroom training necessary to prepare individuals for locally-available skilled jobs, thus the workforce has become higher skilled.
- Individuals are recognizing the benefits of perpetual learning, and realize that career development is a life-long process.
- No one is left behind – there are options at all levels for individuals to find employment, which maximizes their particular skills and interests.
- There is effective communication between all partners in the workforce development system, resulting in a good match between employers' needs and educational/ employment preparation.
- Creative problem solving in an open arena is the accepted standard for proactive and reactive responses (i.e. economic development and rapid response).

"Our goal is an economically self-sufficient, productive, and skilled workforce through partnerships with the community, business, and the workforce itself."

In the past few years, the Northwest Workforce Investment Board has begun to shift from a supply-driven system that focused first on the needs of job-seekers, to one that is more demand-driven. We have come to accept the fact that meeting the needs of business will, in the long run, not only serve the job-seeking customer better...but will contribute to a thriving economy and healthier communities. Connecting the workforce needs of business to local education agencies improves their product (curriculum) and customer satisfaction (student placement). Linking economic development initiatives to the education and business community is obviously and mutually beneficial.

In 2004, the Northwest Region WIB developed and implemented a Business Services Plan that capitalizes on the efforts of the Division of Workforce Development Business Representative, but also creates a synergy with the myriad of workforce development partners who have products to support our local businesses. An integrated team approach to assessing and addressing the human resource needs of business reduces duplication of effort, streamlines communication, and creates a collaborative relationship between all partners involved – business, economic development, education, and workforce development staff. This unified approach minimizes blame; everyone who has a role in the process is committed to finding solutions, not easy targets. The result is that

the core issue itself is addressed – be it work ethics, home environment influence on student values, employee reliability, curricular deficiencies, etc. Other efforts in the past few years which underline the region’s mission to become a demand-driven system, include:

- Successful and on-going industry collaboration with health care to increase the number of allied health professionals in our region. Initially started as a Sectoral Demonstration planning project in 2002, the Regional Workforce Development Team for HealthCare has enjoyed many successes including; creation of two new programs at a public technical school – Radiologic Technology and Surgical Technician, increased total seat capacity for two different Associate Degree in Nursing (ADN) programs, provided financial support to a public technical school, community college, and university to develop articulation agreements to facilitate bridging for Licensed Practical Nurse (LPN) to ADN to Registered Nurse (RN) to Bachelor of Science in Nursing (BSN), leveraged nearly \$500,000 in private funding for scholarships and financial assistance for training in targeted health occupations, and continue to explore the potential for a health occupation regional employment service.
- In February 2004, another group was formed in the Maryville area to study an industry-wide concern related to recruitment of skilled labor to support production manufacturing against a backdrop of very low unemployment – rarely hitting 2%. The Nodaway County Manufacturing Employee Recruitment Task Force established two major goals:
 - 1) Promote the benefits of careers in production manufacturing, and
 - 2) Develop training partnerships and collaborations for manufacturing skill development. There are now three working sub-committees:
 1. Employee Skills (includes recruitment of students)
 2. Housing
 3. Knowledge Equals Your Success (KEYS) - Recruiting Released Offenders

This group, or one of the sub-committees thereof, meets at least monthly, and continues to identify challenges and action steps. One of their significant accomplishments has been to begin the profiling of key jobs.

- In addition to past Rapid Response efforts in interpretation and translation in the Northwest region, staff at the Missouri Career Center have recently introduced Command Spanish to any interested staff, and provided during working hours. This is in preparation for an expected influx of Spanish speakers as a new large advanced processing plant is being built in St. Joseph. In addition, the full service Career Center there has state-of-the-art assistive equipment and technology and several software packages available for developing and established entrepreneurs.
- Most recently, the Northwest WIB has undertaken Skills Gap Analysis on a regional basis and has identified several important ways to operationalize their conclusions. These include; directing a majority of our public training resources to those industries and occupations which are plentiful, growing, and pay a living-wage, prioritizing WIB appointments which come from targeted industries, developing incumbent worker training programs for Grade F industries that will provide a “crosswalk” into other similarly-skilled occupations in growth industries, and targeting other financial resources to identified strategies based on Skills Gap data.
- Our future plans to emphasize business services include the exploration of funding additional Business Representatives through WIB contracts for Rapid Response, Bridge projects, etc. Our eventual goal is to have, by contract or through employment, one FTE Business Services Representative in each of our three identified subregions, who would each be responsible for the entire continuum of business services – cradle to grave.

II. Local Workforce Investment Priorities

Identify the workforce investment needs of businesses, jobseekers, and workers in the local area, and how those needs were determined.*

- 1. Promotion of Life-Long Learning:** Virtually all gaps in needed skills sets from those currently possessed are resolved through “learning.” While a significant amount of this learning can take place through OJT, a majority – “nearly 60% of the growth jobs in Northwest Missouri”³ – must occur in a more formalized learning environment. At the very root of all we want to accomplish in closing the skills gap is a change in attitude about learning itself...and a clearer understanding by the general public of the direct contribution learning makes to the quality of their lives. Over half of responding companies express an interest in implementing training programs to increase workers skills. Virtually all of them (91%) indicate that in-house training is the preferred method.⁶ The Northwest WIB is committed to employed and incumbent worker training within the statutory limits. *Workers need opportunities for ongoing skill-building, businesses need workers who are aggressive in upgrading their skills to meet the ever changing demands of their industry.*

One of the three goals established in St. Joseph’s Community Plan under Workforce Development, is to establish an initiative that provides opportunities to pursue training and education throughout an individual’s lifetime. The first part of that initiative is to establish a general marketing program that encourages individuals to seek training and education over their lifetime.⁵ *The Northwest Workforce Investment Board needs to collaborate with communities in encouraging life-long learning.*

The percentage of workers in the Northwest region earning self-sufficiency wages for their respective counties is 69% for an adult with one infant, 50% for an adult with two infants, 27% for two adults with two infants, and 16% for two adults with three children.¹ *Job-seekers have an increasingly difficult time securing/ retaining living wage employment with each additional family member.*

Poverty is higher in the Northwest Region (13.9%) than the Missouri average (12.4%); it is particularly pervasive in the very eastern part of the region, which is also where some of the major layoffs have occurred.¹ *Job-seekers need employment opportunities which lead to a lasting, living wage.*

- 2. Regional Work Readiness Certificate:** The prevailing theme of employer focus group feedback was the gap in what they expect from potential employees in work ethics and what many of their applicants possess.² A curriculum to increase the desired work ethics – in particular, knowledge of a for-profit environment, integrity and honesty in the workplace, reliability, attitudes toward substance abuse, and communication/ teamwork needs to be coupled with the Worldwide Interactive Network (WIN) Career Solutions coursework as the likely mechanism for increasing the basic skills capacity. This work readiness certificate will attest to future employers that this job-seeker or worker has either tested at/or above a minimum level for both basic and work ethic skills, or that they have participated in an established curriculum. Those occupations in Northwest Missouri with the largest number of annual openings (including churn) are retail sales, cashiers, food preparation, waiters,

waitresses, and service workers. These occupations pay very low wages (<\$15,000) and require minimal education and/or experience.^{1,7} *Job-seekers and workers need a visible and navigable method of skill-building before and during employment and a method for assuring employers that they have met a minimum standard of basic and soft skills.*

In addition, a third of all applicants rejected for employment were due to employability skills.² Eight out of fourteen “quality of labor” characteristics were ranked highest by responding employers; of these eight high-ranking characteristics, six (75%) were employability skills – honesty, friendly, cooperative, reliability, good work ethic, communicative.⁶ *Job-seekers need an opportunity to build their employability skills and practice work ethics prior to application and/or interview.*

3. **Explore apprenticeship programs:** Of the six targeted industry clusters for the Northwest Region; construction trades was one cluster, with the following identified industries – General Building Contractors, Plumbing, Heating, Air-conditioning, Roofing, and Sheet Metal Work. Further, of the seven targeted occupational clusters, there were six separate occupational categories under the skilled construction trades.¹ This high number of prime trade occupations that came up on our final sort, i.e. construction laborers, electricians, painters, sheet metal workers, maintenance, brick/block masons, and iron/steel workers is an indication that the Northwest Region has an opportunity now to increase our activity in preparing workers for these relatively well-paying occupations. While there are several apprenticeship training programs available in the Kansas City area, approximately two hours away from any part of our region; this region has limited opportunities available - only in St. Joseph. *The workforce in the Northwest region needs increased access to apprenticeship programs through our local community college and/or trade unions.*
4. **Support entrepreneurial development:** *There are nearly 1900 developing and established entrepreneurs in the Northwest Region who need financial, networking, technical, HR, and training support/ assistance to be successful in their venture.*^{1,3} Governor Blunt’s economic legislative package known as the Missouri Quality Jobs Act is divided into three separate programs – one of which, the Small Business and Expanding Business Program, is designed specifically to spur economic growth through entrepreneurial development. The Northwest WIB is interested in supporting research, innovative models, and collaborations which will benefit small business in our communities.
5. **Provide training opportunities to job-seekers, employed workers, and dislocated workers in demand occupations/ targeted industries including;**
 - allied health professions
 - general production in advanced manufacturing
 - support specialists, claims, and investigation in banking and insurance
 - various professional trades in construction
 - correctional/ law enforcement/ and security officers
 - truck drivers

The Northwest Missouri Regional Skills Gap analysis identified six targeted industry clusters (22 actual industries) with seven targeted occupational clusters (35 actual occupations). Further, there is a commitment that at least half of the training funds which

are administered through the Workforce Investment Board will be directed to these targeted occupations/ industries. ¹ Nearly half (46.3%) of all applicants rejected for employment opportunities are done so due to lack of technical skills. ⁶ A competitive advantage is essential for the successful operation of business, particularly as the competitive environment continues to expand within a global framework. Businesses recognize and will support the upgrading of skills, especially those that will allow their workforce to grow the company. Over a third of responding companies report some type of company-sponsored tuition plans for employees. ⁶ *The workforce in the Northwest Region needs access to and financial support for increasing technical skills in demand occupations.*

The Healthcare & Social Assistance sector has over 16% of its workforce over the age of 55. This means that in ten years this sector may potentially have problems finding enough qualified workers when their older workers retire. This sector is also one of the top employing industries in our region.^{1,4} *Young job-seekers and/or workers need access to training and/or re-training opportunities for occupations in these sectors.*

Training in demand occupations in targeted industries will increase the likelihood that the workforce will be engaged on a full-time basis in their chosen field. Most companies report offering health/ life insurance and retirement /401-K plans to their full-time employees. ⁷ *The workforce in Northwest Missouri needs not only living-wages, but benefit packages that will allow them to be able to respond to their family needs, in the present and the future.*

Sources:

1. The recent Workforce Gap Analysis Needs Assessment for the Northwest region completed by the Missouri Economic Research & Information Center (MERIC)
2. Employer Focus Groups (3) facilitated by Alan St. John, Missouri Training Institute May 10, 2005
3. Missouri Career Education Essential Skills for All Students, DESE - 2004
4. Northwest Region Strategic Plan, 2003
5. The Community's Plan, St. Joseph, Missouri
6. Rural Mid-America Development Association Quality of Labor Survey: Conducted by Growth Services, completed March 2005
7. 2004 Wage & Benefit Survey, St. Joseph Chamber of Commerce

III. Local Structure

A. Describe the geographical workforce investment area, including the area's major communities, major employers, training and educational institutions in the area (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.

The Northwest Region consists of eighteen counties in Northwest Missouri, and takes in all of western Missouri north of the Kansas City area, and stretches almost two-thirds of the way across the State to the east. It is a geographically large area that is sparsely populated with the exception of the St. Joseph Metropolitan Statistical Area (MSA). Buchanan, Andrew, and DeKalb counties make up the Missouri portion of the St. Joseph MO-KS MSA. The Northwest Region also includes the Maryville Micropolitan Statistical Area (Nodaway County). Clinton and Caldwell counties are part of the Kansas City MSA. Even though these diverse labor market areas do have different characteristics, there are some commonalities. The Northwest Region has an aged population – nearly one-third is over the age of 55. In addition, the population is stagnant; there has been no significant increase or decrease in the past decade - total population for the Region is 256,523. The Northwest Region, though not ethnically diverse, is beginning to experience some growth in minority groups, particularly Hispanic. A full 96% of residents in this region classify themselves as White/Caucasian, 2.5% classify themselves as African American, and 1% are Hispanic and .5% other. The poverty rate is relatively consistent – with an overall rate for the region of 13.9%, as compared to 12.4 for the State. The per capita income range is from a high of nearly \$25,000 per annum in Buchanan County to a low of just under \$15,000 in DeKalb county. With gently rolling hills, this area has the largest total acreage farmed in the state, and also has the greatest proportion of farmland to total land space. While it has lost a great number of family farms, its total agricultural sales have remained high.

The educational institutions in the Northwest Region collaborate well and have varied articulation agreements in place that allow students to navigate career ladders to demand occupations. There are five publicly-funded technical schools:

Brookfield Career Center – Brookfield, Northwest Technical – Maryville,
Grand River Technical – Chillicothe, North Central Area Vo-Tech – Bethany, and
NS Hillyard Technical – St. Joseph

Two State Universities:

Northwest Missouri State University – Maryville & Missouri Western State University – St. Joseph

A Community College:

North Central Missouri College – Trenton

Major employers in this region include: Altec Industries Inc., American Family Insurance, Cameron Mutual Insurance, Energizer Battery Co., Exide Corporation, Heartland Health Systems, Hedrick Medical Center, Hy-Vee, Johnson Controls Battery, Kawasaki Motor Manufacturing, Landmark Manufacturing, Modine, Premium Standard Farms and Foods, St. Joseph School District, Trenton Home Foods, Walmart, Walsworth Publishing, and Missouri Correctional Centers in Maryville, St. Joseph, Cameron, and Chillicothe.

There are actually three distinct labor market areas in this Region – the Northwest five counties that border Nebraska, Kansas, and Iowa; ABCD - the St. Joseph MSA and surrounding counties, and the Green Hills area – nine rural counties in North Central Missouri.

ABCD SUBREGION, sometimes referred to as the Mo-Kan region due to its proximity to our neighbor to the west. This subregion consists of **Andrew, Buchanan, Clinton, and DeKalb** counties. Clinton and Caldwell counties are a part of the Kansas City MSA, Clinton county, in particular, is in many ways, a "bedroom community" for Kansas City. While the St. Joseph MSA is expected to continue as the major population and economic center of this eighteen county area, the most recent census update reflects a population decline of 1307 in Buchanan county, but with a proportionate population gain in Andrew county, which is part of the St. Joseph MSA. Just recently, DeKalb county to the east has also been added to the St. Joseph MSA. Wage and salaried employment in this subregion is heavily concentrated in St. Joseph. Major manufacturers, as well as small business, flourish here with products ranging from batteries to meat to paper to metal products. Major non-manufacturing industries include trucking, wholesale and retail trade, banking, business services, recreation services, and all levels of government. The largest hospital in the eighteen county area is located in St. Joseph, drawing people from a thirty-county multi-state area, and providing many professional and technical employment opportunities. Although this subregion lost considerable employment during the recession in the mid 70's and early 80's, and even later in the early 90's related to the Flood of 93, there are promising signs of economic growth in several industries. Prison industry has seen significant expansion in Cameron with Crossroads Correctional Center and Western Missouri Correctional Center, and also in St. Joseph with Western Reception Diagnostic Correctional Center. Additionally, the economic expansion on the I-29 corridor in the northern Kansas City MSA provides opportunities for the southern part of this subregion. There is substantial commuting between communities in the St. Joseph, MO/ KS MSA.

NORTHWEST SUBREGION consists of **Atchison, Gentry, Holt, Nodaway, and Worth** counties in the extreme northwest corner of the state. Maryville, in Nodaway county, is geographically centered, and is a Micropolitan Statistical Area - the largest city and major economic center in this five county subregion. This subregion also has economic ties to several counties in southwest Iowa. While agriculture is the predominant industry in this subregion, there are major manufacturers that produce batteries, small engines, automobile parts, metal products, etc. Other important economic industries in this subregion include schools, correctional facilities, nursing homes, community hospitals, and highway construction.

GREEN HILLS SUBREGION consists of nine counties: **Caldwell, Daviess, Grundy, Harrison, Linn, Livingston, Mercer, Putnam, and Sullivan**. Employment in this large, primarily agricultural subregion is widely dispersed. Chillicothe, Trenton, and Brookfield are the largest towns and the main economic centers. Of the three, Trenton is centrally located and is also home to the only higher education institution in this subregion. Although having employment in other industries, this subregion is probably more dependant on agriculture than most labor market areas in the state, even though 80% of the "farm families" in this area have become primarily dependent on income generated from off-farm employment. Whereas some of the subregion's largest non-agricultural employers have national markets, most rely on sales within this subregion. As a result, they have suffered along with the subregion's farmers. The introduction of corporate hog farming over the past decade, while a topic of strong debate, has re-invigorated a subregion that was dramatically affected by the sagging agricultural economy, and by the deregulation of the transportation, banking, and communication industries.

B. Describe the region's economic condition, including County and the overall region

- average personal income level;

NORTHWEST REGION PERSONAL INCOME

COUNTY	1991	2000	2001	% CHANGE 1991-2000	% CHANGE 2000-2001
Andrew	\$ 227,305	\$ 383,526	\$ 389,646	71.4%	1.6%
Atchison	\$ 112,965	\$ 115,232	\$ 150,662	33.4%	-2.9%
Buchanan	\$1,396,457	\$2,089,324	\$2,146,445	53.7%	2.7%
Caldwell	\$ 105,096	\$ 169,918	\$ 175,905	67.4%	3.5%
Clinton	\$ 264,164	\$ 474,516	\$ 484,961	83.6%	2.2%
Daviess	\$ 104,564	\$ 168,381	\$ 159,563	52.6%	-5.2%
DeKalb	\$ 108,819	\$ 174,995	\$ 170,972	57.1%	-2.3%
Gentry	\$ 97,031	\$ 140,538	\$ 140,921	45.2%	0.3%
Grundy	\$ 154,183	\$ 224,806	\$ 222,006	44.0%	-1.2%
Harrison	\$ 121,316	\$ 178,964	\$ 170,854	40.8%	-4.5%
Holt	\$ 92,727	\$ 115,584	\$ 111,026	19.7%	-3.9%
Linn	\$ 208,480	\$ 292,796	\$ 287,636	38.0%	-1.8%
Livingston	\$ 236,840	\$ 364,407	\$ 367,781	55.3%	0.9%
Mercer	\$ 42,266	\$ 72,787	\$ 71,215	68.5%	-2.2%
Nodaway	\$ 311,985	\$ 440,067	\$ 443,236	42.1%	0.7%
Putnam	\$ 61,162	\$ 91,582	\$ 92,355	51.0%	0.8%
Sullivan	\$ 80,427	\$ 159,070	\$ 157,869	96.3%	-0.8%
Worth	\$ 32,285	\$ 39,561	\$ 38,723	20.0%	-2.1%
NW REGION TOTAL	\$3,758,072	\$5,696,054	\$5,781,776	51.6%	1.5%

- number and percent of working-age population living at or below poverty level;

NORTHWEST REGION POVERTY

	Population (in households)	Individuals (18-65) in poverty households	%of individuals (18-65) in poverty households
Missouri	5,433,153	346,859	6.4%
Andrew	16,228	692	4.3%
Atchison	6,133	357	5.8%
Buchanan	81,373	5,636	6.9%
Caldwell	8,850	496	5.6%
Clinton	18,549	844	4.6%
Daviess	7,960	568	7.1%
DeKalb	8,828	466	5.3%
Gentry	6,659	410	6.2%
Grundy	10,079	769	7.6%
Harrison	8,622	546	6.3%
Holt	5,250	350	6.7%
Linn	13,515	953	7.1%
Livingston	13,630	810	5.9%
Mercer	3,697	262	7.1%
Nodaway	19,000	2,274	12.0%
Putnam	5,166	436	8.4%
Sullivan	7,068	550	7.8%
Worth	2,333	168	7.2%
Northwest Region	242,940	16,587	6.8%

- unemployment rates for the last five years; and

Unemployment Rates					
Area Name	2000	2001	2002	2003	2004
Andrew	2.8	4.4	4.8	5.1	5.4
Atchison	2.1	2.9	3.1	3.3	4.0
Buchanan	3.3	5.1	5.7	5.8	6.5
Caldwell	4.4	5.9	7.3	8.1	7.8
Clinton	2.8	3.7	5.2	5.5	6.0
Daviess	3.4	5.0	5.4	6.5	6.2
DeKalb	2.6	3.6	5.1	5.2	5.2
Gentry	2.8	3.8	4.4	3.7	3.6
Grundy	3.0	3.9	4.8	6.0	5.3
Harrison	2.8	3.2	4.6	4.6	4.7
Holt	2.9	4.1	4.2	5.5	4.8
Linn	6.9	8.8	8.9	9.4	8.8
Livingston	2.3	3.5	3.8	4.8	4.6
Mercer	2.8	3.5	4.7	6.3	4.8
Nodaway	1.2	1.8	2.0	2.0	2.0
Putnam	3.2	3.8	4.3	6.5	4.8
Sullivan	2.2	3.4	4.0	11.0	6.4
Worth	5.3	4.6	5.4	4.4	4.9
Northwest Region	3.0	4.3	5.0	5.5	5.5

- major lay-off events over the past three years and any anticipated layoffs.

Company	Location	# Affected	Date
Aegis	St. Joseph, Buchanan	240	06/01/2004
Altec	St. Joseph, Buchanan	120	01/24/2003
Cub Foods	St. Joseph, Buchanan	100	11/01/2002
ConAgra	Milan, Sullivan	532	07/01/2002
Donaldson Filtration Solutions	Chillicothe, Livingston	55	01/05/2004
Donaldson Filtration Solutions	Chillicothe, Livingston	60	12/12/2002
Dura	Brookfield, Linn	261	07/01/2004
Hatco-Stetson	St. Joseph, Buchanan	115	06/01/2004
Midwest Hangar Company	Cameron, Clinton	103	06/01/2003
Mead Westvaco	St. Joseph, Buchanan	400	08/20/2004
Nestle Purina PetCare	St. Joseph, Buchanan	135	12/04/2003
Nestle Purina PetCare	St. Joseph, Buchanan	120	06/28/2002
Nestle Purina PetCare	St. Joseph, Buchanan	145	05/01/2003
Acoustics Development Corp	St. Joseph, Buchanan	50	10/01/2002
Tarkio Academy	Tarkio, Atchison	175	07/01/2004

While this list reflects major layoffs (50 or more at any one location) over the past three years, smaller layoffs tend to have a disproportionate effect in a rural area. In addition, three years is not enough to demonstrate the trend this region has experienced. Labor market conditions have deteriorated in this region over the past decade; several businesses have closed or downsized. The economy of the Northwest Region generally lags behind the economy of Missouri as a whole. Attachment 9 is a listing of all layoffs in the Northwest region between PY 96 - PY 04.

C. Describe the process used by the local board to provide an opportunity for public comment, including comment by representatives of businesses and labor organizations, and input into the development of the local plan, prior to submission of the plan. *

Opportunities for input into the development of this plan were abundant, and we believe have resulted in an improved final product. The planning timeline is depicted below:

Skills Gap Analysis Planning Meeting.....	January 13, 2005
Skills Gap Analysis Planning Meeting.....	March 9, 2005
Skills Gap Analysis Planning Meeting.....	April 20, 2005
Chief-Elected Officials Meeting.....	April 21, 2005
Employer Focus Group.....	May 10, 2005
Initial Local Plan meeting with DWD/ subcontractors.....	May 26, 2005
Skills Gap Analysis Planning Meeting.....	May 27, 2005
Workforce Investment Board meeting.....	June 7, 2005
Interagency Team Meeting.....	July 8, 2005
Post public notice of plan's availability for comment/ review.....	July 29, 2005
Workforce Investment Board meeting.....	August 2, 2005
Distribute plan for public comment/ review.....	August 3, 2005

D. (A comprehensive one-stop center is defined in 20 CFR 662.100(c) as a physical center "that must provide the core services specified in WIA Section 134(d)(2) and must provide access to other programs and activities carried out by the one-stop partners.") Identify the local comprehensive one-stop center(s), including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

The Northwest Region will continue to utilize the subregional approach to service delivery. The three subregions coincide with education, economic, and social services locations, regional centers of retail trade, geographic balance, and provide the means for effective area oversight, while allowing planning to be responsive to the unique needs of the respective subregions.

We would propose to continue to administer funding allocations, oversight, and contracts for service for WIA Title I on this subregional basis. However, in recognition of the resources needed to maintain a high quality One-Stop Center, we will maintain a Workforce Development System that is a hybrid system, based on only one full-service One-Stop Center with two robust affiliate sites. Our system which includes a Rural Delivery System (RDS) that capitalizes on the advantages of a One-Stop Center and yet manages to retain the benefits of "point of delivery" service, has been a good fit for this large rural area. The Northwest Region has one comprehensive one-stop center in St. Joseph, Missouri. (See Attachment 1 for the address, telephone, and FAX numbers for this site.)

E. Identify the one-stop partners that are physically located at the comprehensive center(s) and the services provided by these partners and list them in Attachment 1 to the local plan.

The Northwest Region has one comprehensive one-stop center in St. Joseph, Missouri. (See Attachment 1 for partners and the services provided at this site.)

F. (According to 20 CFR 662.100(d)(1), affiliate one-stop sites “can provide one or more partners’ programs, services and activities at each site.” Identify the local affiliate one-stop sites, including current mailing and street addresses, telephone and fax numbers and list them in Attachment 1 to the local plan.

Our definition of an affiliated One-Stop Center exceeds the minimum definition in the Act of "one or more of the programs, services, or activities to individuals." We have established the following criteria for our two affiliated sites:

- ✓ The Center must be open with universal access to the public at least 35 hours per week.
- ✓ The Center must provide for telephone messaging during those hours the office is closed, including holidays and weekends.
- ✓ The Center must maintain a resource area which is available to customers, and which provides various equipment and supplies to support job-seeking. (telephone, job listings, resume materials and manuals, copier, FAX machine, Internet-linked computers, and software such as Choices CT, Resume Builders, etc.)The Center must maintain a referral process for services of other workforce development partners not accessible through the Center.
- ✓ The Center must utilize the network of county satellite sites in their "point of delivery" service.
- ✓ The Center must provide access to services of at least six of the mandated workforce development partners, with appropriate cost-sharing for such services.

In addition, the RDS (Rural Delivery System) would include as an integral element, the mobility of staff to go to the customers where they live and work...and the resources to support such work. To exclude this methodology from a workforce development system in our rural areas would be to ignore a basic reality. The network of thirteen satellite sites will remain as a critical link in bringing services to customers. The Northwest Region has two affiliate sites and thirteen satellite sites. (See Attachment 1 for the address, telephone, and FAX numbers for these sites.)

G. Identify the one-stop partners that are physically located at the affiliated sites and the services provided by these partners and list them in Attachment 1 to the local plan.

The Northwest Region has two affiliate sites and thirteen satellite sites.
(See Attachment 1 for partners and the services provided at these sites.)

IV. Economic and Labor Market Analysis

A. Identify the current and projected employment opportunities in the local area.*

Through our recently-completed Skills Gap Analysis, a process was adopted for identification of targeted occupations in our region. A weighting of 33%-wages, 33%-growth, and 33%-volume was applied to all occupations to identify those occupations which were plentiful, growing, and paid a living wage. The results of this sort were then adjusted for training reality. That is, if the occupation required Bachelor's degree or above, the determination was made that occupation was not a likely target. Even though we might support someone pursuing that goal, it would not be a routine target for our publicly-funded training that is normally confined to no more than two years. Our other exceptions are in the health care field. Because of the extreme demand and due to the myriad articulation agreements that will support "bridging" between educational levels, we brought up B occupations. Also, because of projected growth and/or demonstrated success in past training experiences, we brought up B occupations related to security/correctional occupations and truck driving. With that process complete, the following occupations are the prime current and projected employment opportunities in the Northwest Region.

SOC	Occupation	Grade	Wage	Training
15-1041	Computer Support Specialists	A+	\$37,825	Associate degree
29-1111	Registered Nurses	A	\$46,141	Associate degree
29-2021	Dental Hygienists	A-	\$59,474	Associate degree
29-2071	Medical Records & Health Info Technicians	A-	\$32,996	Associate degree
29-2061	Licensed Practical & Licensed Vocational Nurses	B+	\$24,144	PS Vocational training
29-2034	Radiologic Technologists & Technicians	B+	\$34,874	Associate degree
29-2052	Pharmacy Technicians	B	\$17,169	Moderate OJT
29-2041	Emergency Medical Technicians & Paramedics	B	\$16,632	PS Vocational training
29-2031	Cardiovascular Technologists & Technicians	B	\$41,312	Associate degree
29-2033	Nuclear Medicine Technologists	B-	\$47,487	Associate degree
29-2055	Surgical technologists	B-	\$30,045	PS Vocational training
31-2021	Physical Therapy Assistants	A-	\$39,702	Associate degree
31-9091	Dental Assistants	B+	\$23,070	Moderate OJT
31-9094	Medical Transcriptionists	B+	\$20,388	PS Vocational training
31-1012	Nursing Aides, Orderlies, Attendants	B	\$12,072	Short-term OJT
31-1011	Home Health Aides	B	\$12,608	Short-term OJT
31-9092	Medical Assistants	B	\$18,778	Moderate OJT
39-9021	Personal & Home Care Aides	B	\$11,535	Short-term OJT
47-2111	Electricians	A-	\$46,565	Long-term OJT
47-2061	Construction Laborers	A-	\$32,728	Moderate OJT
47-2141	Painters, Construction, Maintenance	A-	\$29,240	Moderate OJT
47-2211	Sheet Metal Workers	A-	\$50,969	Moderate OJT
47-2021	Brickmasons and Blockmasons	A-	\$40,507	Long-term OJT
47-2221	Structural Iron & Steel Workers	A-	\$44,531	Long-term OJT
17-3023	Electrical & Electronic Engineering Technicians	A-	\$47,750	Associate degree
51-9041	Extruding, Forming, Pressing, & Compacting Machine Setters & Tenders	A-	\$24,412	Moderate OJT
49-9021	Heating, AC & Refrigeration Mechanics/ Installers	A-	\$36,752	Long-term OJT
49-3023	Automotive Service Technicians & Mechanics	A-	\$21,461	PS Vocational training
33-3051	Police & Sheriff Patrol Officers	A-	\$23,610	Long-term OJT
33-3012	Correctional Officers & Jailers	B	\$19,851	Moderate OJT
53-3033	Truck Drivers, Light or Delivery Services	B+	\$26,021	Short-term OJT
53-3032	Truck Drivers, Heavy & Tractor-Trailer	B	\$34,874	Moderate OJT
21-1093	Social & Human Service Assistants	A-	\$31,218	Moderate OJT
13-1041	Compliance Officers (ie Ag, Construction, Health, Transportation)	A-	\$44,531	Long-term OJT
13-1031	Claims Adjusters, Examiners, & Investigators	A-	\$43,190	Long-term OJT

B. *Identify the job skills necessary to obtain current and projected employment opportunities.**

The chart above reflects the training (skills) necessary for these prime current and projected employment opportunities.

V. Overarching Local Strategies

A. *Include the findings from the “Missouri Regional Skills Gap Analysis” planning phase, as well as any strategies that have been developed for implementing the needed training to fill these skills gaps.* As earlier discussed under workforce investment priorities, the following strategies have been prioritized:

1. **Promotion of Life-Long Learning:** Virtually all gaps in skills sets needed from those currently possessed are resolved through “learning.” While a significant amount of this learning can take place through OJT, a majority – nearly 60% of the growth jobs in Northwest Missouri – must occur in a more formalized learning environment. At the very root of all we want to accomplish in closing the skills gap is a change in attitude about

learning itself...and a clearer understanding by the general public of the direct contribution learning makes to the quality of their lives. A generalized, comprehensive media campaign is the likely method to begin to alter perceptions and attitudes about Life-Long Learning. Chambers, schools, and community organizations will be collaborators and the effort will be connected through all communities in the eighteen-county area.

2. Regional Work Readiness Certificate: The prevailing theme of our three focus groups' feedback was the gap in what they expect from potential employees in work ethics and what many of their applicants possess. The Northwest Consortium would like to form a Work Readiness Advisory Group whose task will be twofold:
 - develop a curriculum to increase the desired work ethics – in particular, knowledge of a for-profit environment, integrity and honesty in the workplace, reliability, attitudes toward substance abuse, and communication/ teamwork. WIN will likely be the mechanism for increasing the basic skills capacity.
 - Implement a work readiness certification that will attest to future employers that they have either tested at/or above a minimum level for both basic and work ethic skills, or that they have attended a curriculum that addresses such skills.

There was not a final consensus among the Skills Gap Planning Consortium on which of these methodologies would be most realistic and helpful (completion vs. guaranteed competency); therefore, we expect that will be one of the first tasks that the Work Readiness Advisory Group would tackle.

3. Explore apprenticeship programs: A surprising finding for the SGP Consortium was the number of prime trade occupations that came up on our final sort, i.e. construction laborers, electricians, painters, sheet metal workers, maintenance, brick/block masons, and iron/steel workers. While there are several apprenticeship training programs available in the Kansas City area, approximately two hours away from any part of our region; we would like to explore the possibility of developing apprenticeship programs through our local community college and/or trade unions to enhance the accessibility of training.
4. Support entrepreneurial development: The SGP Consortium would like to offer financial (as possible), networking, Human Resource, and training support to developing and established entrepreneurs in our region. To that end, we will participate in the new initiatives earlier described and would like to consider either the creation of an Entrepreneurial Development Commission, or participate in existing Small Business Administration initiatives which would champion the causes of small business ownership. We will continue to be mindful of collaboration rather than duplication, and will serve in a supporting role if that promised better results for our communities.
5. Provide training opportunities to job-seekers, employed workers, and dislocated workers in demand occupations/ targeted industries including:
 - allied health professions
 - general production in advanced manufacturing
 - support specialists, claims, and investigation in banking and insurance
 - various professional trades in construction
 - correctional, law enforcement, and security officers
 - truck driver

In addition to these four stated strategies, the Skills Gap Planning Consortium will continue to offer support to the two existing Skills Gap Partnerships previously described; Northwest Regional

Healthcare Workforce Development Team and Nodaway County Manufacturing Employee Recruitment Task Force. The SGP Consortium plans to, and in some cases already has, operationalized this report in the following ways:

- At least one-half of WIA Title 1 direct training funds will be directed to targeted industries and/or occupations. (This applies to new customers; carryovers will not be considered in the calculation.)
- All current and future solicitations of WIB member nominations will include a listing of targeted industries, with a statement of priority for business representative nominees from a targeted industry.
- Targeted industries (including Grade F industries that have occupations that can be reasonably “crosswalked” into Grade A industries) will be given priority of selection for future incumbent worker training efforts.
- Promote and support identified strategies.

B. Describe the local board’s policy on providing apprenticeships. (Additional information regarding apprenticeships can be found in Addendum B to this planning guidance, as well as at www.doleta.gov/atels_bat).

As can be seen by the results of our selection of targeted industries below and the preceeding companion targeted occupation chart , several skill trade industries which rely on apprenticeship programs for training new practitioners, have been identified in the Northwest Region.

SIC	Industry	Grade	Representative Businesses
602	Commercial Banks	A-	(138) Bank Midwest, Citizens Bank & Trust, Farmers State Bank, Commerce Bank, Nodaway Valley Bank, US Bank,
615	Business Credit Institutions	A-	Wells Fargo Financial
616	Mortgage Bankers/ Brokers	A-	Countrywide Home Loans, American Midwest Mortgage
732	Consumer Credit Reporting/ Collecting	A-	Northwest Financial Services, St. Joseph Credit Bureau
633	Fire, Marine, Casualty Insurance	A-	American Family Insurance, Cameron Mutual Insurance
201	Meat products (M)	A	Premium Standard Foods, Triumph Foods, Premiere Foods
245	Wood Bldgs/Mobile Homes (M)	A-	Morton Buildings, Lovejoy Home Sales
283	Drugs (M)	A-	Forage Research, Boehringer Ingleheim
284	Soaps, Cleaners, Toilet Goods (M)	B+	Hillyard Chemical
285	Paints & Allied Products (M)	B+	ANONYMOUS MERIC DATA
286	Industrial Organic Chemicals	B-	ANONYMOUS MERIC DATA
287	Agricultural Chemicals (M)	B+	HPI Products
289	Misc. Chemical Products	D+	Albaugh Company
154	General Bldng Contractors,	A-	proprietorships
171	Plumbing, Heating, Air Conditioning	A-	proprietorships
176	Roofing, Sheet Metal Work	A-	proprietorships
502	Furniture/home furnishings (WS)	A+	ANONYMOUS MERIC DATA
507	Hardware, Plumbing and Heating supplies	A-	ANONYMOUS MERIC DATA
512	Drugs, Druggist sundries (WS)	A-	ANONYMOUS MERIC DATA
735	Misc. Equip Rental/ Leasing	A-	ANONYMOUS MERIC DATA
763	Watch, Clock, Jewelry Repair	A-	ANONTMOUS MERIC DATA
806	Hospitals	A-	Heartland Health, St. Francis, Hedrick, Wright Memorial, Cameron Regional, Pershing Medical, Harrison County

At the June meeting of the Northwest Workforce Investment Board, these results were reviewed, and five related strategies approved. Our third strategy was to explore apprenticeship programs for the Northwest Region. Apprenticeship has been recognized as a successful model for providing skilled workers, first in the construction trades and now biotechnology, health care, information technology, retail and numerous occupational areas. Our local community college is interested in pursuing the possibility of a collaboration with relevant organizations and entities who might be interested in joint apprenticeship sponsorship to provide quality training and certification of individuals. A representative from the U.S. Department of Labor Bureau of Apprenticeship and Training provided an overview of successful apprenticeship models at the August WIB meeting.

VI. Major Local Policies and Requirements

A. Identify the local areas policy for supportive services and/or needs based payments to enable individuals to participate in Title I activities. This policy should address how resources and service coordination is managed in the local area and the procedures for referrals to services.

Supportive Services Policy Statement **Northwest Region Workforce Investment Board** **October 2, 2001**

Supportive services for adults and dislocated workers are defined in Section 101(46) of the Workforce Investment Act as "...services such as transportation, child care, dependant care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under this Title..." In addition, Section 129(c)(2)(G) includes supportive services as one of the ten required elements in a local youth program design. Finally, Section 134(e)(2) allows for Title IB Adult or Dislocated Worker funds "...to be used to provide supportive services to adults and dislocated workers who are participating in programs...and who are unable to obtain such services through other programs..."

The federal regulations, Subpart H 663.800 requires the local Workforce Investment Board to establish a policy on supportive services that ensures resource and service coordination. Such policy must address procedures for referrals to such services, and include how such services will be funded when they are not otherwise available from other sources.

Therefore, the Northwest Region Workforce Board establishes this Supportive Services Policy Statement.

- The WIB authorizes the Title IB subcontractors to establish a rate for supportive services that is consistent with rates in their community for child care and transportation. Such services must be calculated by the base rate X number of hours, days, or miles, in order to provide comparability analysis. The calculation must be documented in the file, Section B of the Title I Training Site Plan.
- Supportive services for housing will be available only through approval by the WIB staff. Because funds are limited and this particular supportive service can become so costly, it will be available only in special, short-term circumstances.
- A needs-related payment policy (11/22/00) has already been established and approved by the WIB.
- Referral to supportive services will be the result of a needs assessment as part of

the on-going case management for customers who have moved into Intensive or Training services.

- When at all possible, referrals to other providers of supportive services should be made. However, when other resources are not available, Title IB Adult, Youth or Dislocated Worker funding may be used to provide supportive services.

Needs Related Payment Criteria **FOR COMPLETION OF NRP DETERMINATION FORM**

Needs Related Payments (NRPs) will be processed by the Northwest Region for those eligible customers from within said region coming into the Workforce Development Centers or the Satellite Workforce Development Centers within in the Northwest Region.

In determining eligibility for a customer, the policy that is set out in the 'Needs Related

Payment Policy" is to be followed by all partners, and the following criteria is to be used to determine eligibility of Adult customers when processing NRPs:

1. Proof that the customer has exhausted his/her Unemployment Insurance (UI) Benefits.
 - Proof the customer is unemployed.
 - Proof the customer does not qualify for unemployment compensation (UI).
 - Proof the customer is enrolled in a program of training services under WIA.
2. A "needs test" based on household income will be applied to each customer applying for NRPs. The following income will be considered (as itemized on the Toolbox documents, excluding Individual Training Accounts (ITAs), grants, scholarships, and/or student loans), supported by the appropriate documentation:
 - Household wages (as defined by WIA Rules and Regulations)
 - Income from retirement and pensions
 - Alimony/Maintenance
 - Regular Social Security

When determining if the customer is eligible under the "needs test" criteria, the higher amount of the Poverty Incomes Level or the Lower Living Standard Income Level (LLSIL) will be used and there must be a demonstrated need.

3. The Dislocated Worker customer applying for NRPs must have been enrolled in a training or education program by the sixth (6) week after the National Reserve Grant is awarded. If not affected by a National Reserve Grant, by the end of the thirteenth (13) week after the most recent layoff that resulted in a determination of eligibility as a Dislocated Worker (of the customer's initial unemployment insurance period), or if later, by the end of the eighth (8) week after notification that a short term layoff would exceed six (6) months or be permanent.

4. The Dislocated Worker customer will be enrolled in a full-time course of study as defined by the training institute s/he is attending. If the customer is enrolled in a self-paced course of study full-time will be defined as 20 hours per week.

5. The customer will be provided with a form from his/her counselor that verifies his/her weekly attendance. The customer will be responsible for having the form signed by the

appropriate training institute official and having the training institute return the form to the counselor before payment will be made.

6. NRPs will not be paid if the training institute is closed for a full week or longer. The full amount of the NRPs will be paid during schedule breaks of less than one week. Also, no NRPs will be paid to a customer if they miss a week of school.

7. NRPs will not be paid if the customer is conducting an out-of-area job search during the time s/he should be in training. The NRP will be prorated for the week an out-of-area job search is being conducted.

8. NRPs are not retroactive.

9. A customer will be able to collect NRPs until training is ended or the NRP funds are exhausted.

10. All NRPs will be in compliance with the Missouri Dislocated Worker and Rapid Response Practices and Procedures, and any Discretionary Grants.

B. Identify the maximum dollar amount for all supportive services combined per participant.

No general maximum has been established in the Northwest region; instead using the guidelines in the above policies and documenting both the method and basis for calculation, WIA Title 1 implementers have the flexibility to appropriate resources in the way that is best for the job-seeking customer and will leverage our limited resources.

C. Describe the criteria to be used by the local board, under 20 CFR 663.600, to determine whether funds allocated to a local area for adult employment and training activities under WIA sections 133(b)(2)(A) or (3) are limited, and the process by which any priority will be applied by the one-stop operator.*

The determination that funds allocated to the Northwest Region will be limited, or inadequate to meet the total demand, is based on the following logic:

- * Since funds available in the past for training adults has not been adequate to meet total demand, and
- * Since eligibility for core services under WIA is not contingent upon income, but instead is available to any citizen (or legal alien), and
- * Since there is not a substantial increase in funds available for adult training activities;

It is therefore projected that funds available will be limited, and should be prioritized to ensure that those "most in need, and most likely to benefit" will receive training assistance. However, in any discussion regarding priorities for limited funds for workforce development activities, it must be acknowledged that in a demand driven system, business services must also be a priority. Therefore if statutes, regulations, or waivers permit, the Northwest WIB will utilize ten percent of local formula funds to provide services normally supported as statewide activities...namely incumbent worker training. Otherwise, the Northwest Workforce Investment Board concurs with the priority categories identified in WIA Section 134(d)(4)(E); namely that recipients of public assistance and other low-income individuals shall be given priority for training and some intensive services.

Therefore, WIA resources to support training, and some intensive services, will be reserved for individuals who meet one of the following conditions:

- receive, or are a member of a family who receives, Federal, State, or local government cash payments for which eligibility is determined by a needs or income test,
- receive, or are a member of a family who receives, a total family income, for the six month period prior to application, that in relation to family size, does not exceed the higher of:
 - poverty guidelines established by the Office of Management and Budget or
 - 70 percent of the lower living standard income level
- receive, or are a member of a family who receives, Food Stamps,
- qualifies as a homeless individual (Stewart B. McKinney Act -Section 103 (a)(c)),
- is a foster child on behalf of whom State or local government payments are made,
- an individual with a disability, whose own income would meet one of the first two conditions in this list, but who is a member of a family whose income does not meet such requirements.

Several prerequisite conditions must exist prior to the application of the priority criteria. Individuals must have received intensive services and yet be unable to obtain or retain employment with those services alone. Individuals must be in need of training, and must be determined, through assessment and case management, to have the skills and qualifications to successfully participate. Individuals must select training programs that are directly linked to employment opportunities. Individuals must have applied for assistance through the Federal Pell Grant with one of the following outcomes: 1) received Pell Grant financial assistance, but the Pell Grant was inadequate to meet the total needs of the customer, 2) unable to obtain assistance under the Pell Grant program, or 3) the application for a Pell Grant is still pending. Individuals will be encouraged to obtain any other grant assistance that is available and appropriate.

D. Define the sixth eligibility criteria for youth, described in WIA section 101(13)(C)(iv) as “an individual who requires additional assistance to complete an educational program, or to secure and hold employment.”

Individuals, including those with disabilities, who require additional assistance to complete an educational program, or to secure and retain employment.

- Proof of the need for additional assistance will require documentation of past failed efforts to complete an education program or secure employment after having been served by at least two (2) other service strategies. Documentation may consist of; test results, job losses, and/or Case notes or signed statements from other independent service sources.
- If two (2) independent providers have not worked with the youth, referrals to two (2) appropriate non-WIA providers will be made prior to enrollment in WIA.

E. Describe how veteran's priority, as required by Public Law 107-288, will be incorporated into all programs.

All Career Center partners have been provided with a copy of the TEGL 5-03 and will provide Veterans with priority of services. Future funding mechanisms will reference the law's requirements and inform implementors of their obligation to design service delivery strategies accordingly. In regard to veterans themselves, the priority of provision of services is as follows; first to be served will be public assistance recipients and low-income individuals who are veterans, the second group to be served will be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients and low-income individuals, veterans will receive priority over non-veterans. Additionally, in those programs where targeting of groups is discretionary or optional at the local level, veterans priority takes precedence over those optional or discretionary priorities. When there is a registration requirement associated with receipt of services, collection of the individual's veteran status is required. GreatHires.org provides the opportunity for veterans to self declare their veteran status, and Toolbox collects veteran data during intake and assessment.

F. Identify the funding limit for Individual Training Accounts (ITAs).

The Northwest Workforce Investment Board's most recent revision to their Individual Training Account policy was approved at the August 5, 2003 meeting, and establishes a limit of no more than \$3,000 per person, per year for training/ tuition. It does, however, allow for special funding directives that provide unlimited funding or higher caps on training.

G. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with disabilities, so that these services are fully accessible.

In consultation with our local Vocational Rehabilitation office staff, we provide many assistive technology options, buildings that are accessible and our printed material is available in large print. Rehabilitation Services for the Blind has scheduled office hours in the St. Joseph Career Center. Our Vocational Rehabilitation office is readily available to provide any assistance we need in providing all customers the full array of services.

H. Describe how the local region will ensure that the full array of one-stop services are available to all individuals with limited English proficiency.

The most frequent non-English speaking customer is Hispanic. The St. Joseph Career Center has had the customer service form translated into Spanish. This region has used incentive funds to train staff on Command Spanish, which involves learning a series of phrases in Spanish so that they may greet, gather information and direct customers. All partners in the region have had the opportunity to enroll in this training. Staff have access to translators coordinated by Interserve, a local not for profit organization. All Staff are encouraged to directly contact Interserve to access this service.

I. Describe how the region promotes integration of services through dual enrollment.

Customers complete our Customer Service Questionnaire, which indicates their interests. Those indicating interest in more than one program are dually enrolled to meet their needs. Staff working with individuals that are eligible for programs other than the one they offer are encouraged to refer to other programs. Toolbox is the database used to track who is working with a customer. Formal processes are in place to ensure dual enrollment between youth and Job Corps, between Trade Act and Dislocated Worker, and TANF and the Adult Program.

J. List the local credentials that the board has approved, to include: issuing entity, requirements to earn credential, and the expiration date (if any) of the credential.

The Northwest Workforce Investment Board has approved two curricula for receipt of a credential as defined in Issuance 07-00. On February 5, 2002, the Northwest Affiliate Workforce Development Center was approved as the issuing entity for a job-seeking/keeping curriculum originally developed by the University of Missouri Extension, entitled "Tackling the Tough Skills." The Missouri DOC Division of Offender Rehabilitative Services (DORS) Employability Skills/ Life Skills (ES/LS) Curriculum was approved for credential on June 4, 2002. There is no expiration date on either approved credential. As noted, in workforce investment priorities and overarching strategies, a regional workforce readiness credential is one of our prioritized strategies for the near future. This will be a Work Keys-based, basic skills credential and will include Reading for Information, Applied Math, and Locating Information, and will be implemented on a pilot basis in July, 2005.

VII. Integration of One-Stop Service Delivery

A. Describe the one-stop delivery system in the local region, including:

1. A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants;*

Through regular meetings of the Interagency Team, we have borrowed ideas from the One-Stop Operator Designation/Certification Guide: A Framework for High Quality Service and Continuous Improvement as a guide for ensuring that all elements of our Workforce Development System are of high quality and as a way to continuously improve service delivery. We have also experimented with the Malcolm Baldrige National Quality Award Criteria as a basis for our continuous improvement system. The Baldrige premise is that successful organizations operate with the systems, structures, and strategies to achieve 1) superior performance, 2) continuous improvement, and 3) highly satisfied customers. The State of Missouri has already established a vision statement for each of the seven Baldrige measurement categories - Leadership, Information and Analysis, Strategic Planning, HR, Process Management, Performance Results, and Customer Focus. The Northwest Region Workforce Investment Board would like to use those vision statements for excellence in each of these categories. In addition, the Program Oversight Committee of the Northwest Workforce Investment Board will review program activities and expenditures on a quarterly basis. This oversight will be focused on continuous improvement. Finally, the Northwest Region has developed focus group methodology for the employer customer through our Business Services planning, in order to allow us to meet and exceed the expectations of businesses and employers who are our primary customer.

2. Describe how all partner agencies will strengthen their integration of programs and services so that it provides a more seamless system; and

The comprehensive One-Stop Missouri Career Center in St. Joseph is physically set up in such a way that staff are officed in proximity to other staff who share common functions, rather than those who share a common employer. Identification badges reference them as Career Center staff rather than as employees of a particular state agency or CBO. Monthly staff meetings are joint meetings of all staff who live in the Career Center, not by agency or organization. Orientation, greeting and

reception, resource room assistance are functions cooperatively shared by all partner staff. These small steps, and many others like them contribute to a sense of identity as a workforce development system and therefore, help staff more easily project a seamless system to customers.

The two affiliate Career Centers in the Northwest Region – in Maryville and Trenton are also organized around functionality; however it is more often the case that services are delivered on a scheduled basis rather than full-time presence of partner staff. In the thirteen satellite sites, information is available on partner services and the office is available as a neutral meeting space for all workforce development activities. The MOU, updated annually, describes each partners specific activity in each of the sites in the workforce development system.

3. *A copy of each memorandum of understanding concerning the operation of the one-stop delivery system in the local area.* (Attachment 6)*

The Northwest MOU revised in April 2005, which took effect July 1, 2005 is included as Attachment 6. However, because we do not have electronic signature capability at this time, the original hard copy plan will include all signature pages, but the electronic version does not.

B. *The expectation is that the local region will involve business, organized labor, local public officials, community-based organizations, WIA providers and other stakeholders in the development and review of this plan. Describe the plan development process, including how input for the plan was obtained by all the partners involved in the MOU.*

Opportunities for input into the development of this plan were abundant, and we believe have resulted in an improved final product. Stakeholders involved in the development include:

3. Employer and business representatives (both WIB members and others)
4. Chambers of Commerce
5. AFL-CIO representative
6. Chief-Elected Officials Coordinating Committee
7. Community-Based Organizations who participate in workforce development collaborations including; community action agencies, Farm Bureau, disabilities services providers, economic development organizations, minority-serving organizations, senior service providers, etc.
8. Representatives from partner state agencies including; Family Support Division, Parent's Fair Share, RMI, Vocational Rehabilitation, etc.
9. Educators from K-12, community colleges, and universities

The planning timeline is depicted below:

Skills Gap Analysis Planning Meeting.....	January 13, 2005
Skills Gap Analysis Planning Meeting.....	March 9, 2005
Skills Gap Analysis Planning Meeting.....	April 20, 2005
Chief-Elected Officials Meeting.....	April 21, 2005
Employer Focus Group.....	May 10, 2005
Initial Local Plan meeting with DWD/ subcontractors.....	May 26, 2005
Skills Gap Analysis Planning Meeting.....	May 27, 2005
Workforce Investment Board meeting.....	June 7, 2005
Interagency Team Meeting.....	July 8, 2005
Post public notice of plan's availability for comment/ review.....	July 29, 2005
Workforce Investment Board meeting.....	August 2, 2005

VIII. Administration & Oversight of Local Workforce Investment System

- A. Identify the one-stop operator(s) for the comprehensive and affiliate one-stop centers in the region.

The Northwest WIB has a One-Stop Operator agreement with a consortium composed of the following agencies: Vocational Rehabilitation, St. Joseph School District, Adult Education, Missouri Western University, Community Action Partnership of Greater St. Joseph, American Association of Retired Persons, DWD, Resources for Missouri, Inc., Parents Fair Share, and DSS Family Support Division. The Management team meets monthly and reviews activities, surveys, traffic count and recommendations. The WIA program director is designated as operations manager and the DWD regional manager serves as facility manager. They meet at least monthly to discuss coordination issues, customer flow, and processes related to general operations. The One-Stop Operator Report is a regular agenda item at every meeting of the Northwest Workforce Investment Board.

- B. Identify the members of the local workforce investment board, the organization or business they represent, and the area (i.e. business, education) in Attachment 2 to the local plan.

The Northwest WIB roster is included as Attachment 2 and includes all requested information as well as appointment date. (Northwest WIB members serve a five-year term.)

- C. Include a copy of the local workforce investment board's current by-laws in Attachment 3 to the local plan.

The Northwest Workforce Investment Board By-Laws were most recently revised and approved on August 5, 2005; and are included as Attachment 3.

- D. If applicable, include a copy of the region's Performance Improvement Plan (PIP) for any sanctions they have been given, as well as an update on the effectiveness of the PIP's strategies. The PIP should be included as an attachment to this plan.

Not applicable; the Northwest Region has met or exceeded all performance measures since the implementation of the Workforce Investment Act.

IX. Service Delivery

- A. One-Stop Service Delivery Strategies

Describe how the local region is assisting customers in making informed choices based on quality workforce information and accessing quality training providers. Customers are assessed regarding their interests and they may on their own or with staff assistance research the options for training in those areas.

If customer interest lies in a field that is not in demand, they are shown lists of opportunities that are in demand based on MERIC data. If a customer is not sure of the direction they want to pursue, a WorkKeys skills test and/or an interest inventory can be administered and the results reviewed to discuss options available in fields which the customer scores indicate an interest or skill sets.

- B. Adults and Dislocated Workers

1. Provide a description and assessment of the type and availability of all adult and dislocated worker employment and training activities in the local area. *

CORE SERVICES

AVAILABILITY

SERVICE	ONE-STOP/	AFFILIATE/	SATELLITE/	RDS*
1. Eligibility Determination	X	X	X	X
2. Outreach, Intake, Orientation	X	X	X	X
3. Initial Assessment (needs, skills, aptitudes)	X	X	<u>X</u>	X
4. Job Search / Placement Assistance	X	X	X	X
5. Labor Market Information	X	X	X	X
6. Consumer Reports / Provider Profiles	X	X		
7. Performance Measures Feedback	X	X		
8. Supportive Services Information	X	X		X
9. Unemployment Compensation Information	X	X		
10. Financial Aid Information (WtW, FAFSA)	X	X		
11. Follow-Up	X	X		X

INTENSIVE SERVICES

1. Comprehensive Objective Assessment	X	X		
2. Individual Employment Plan	X	X		X
3. Individual/ Group Career Counseling	X	X		X
4. Case Management	X	X		X
5. Short-Term Pre-Vocational Services	X	X		X

TRAINING SERVICES

1. Occupational Skills Training	X	X		X
2. On-the Job Training	X	X		X
3. Combined Workplace/Instruction (Coop. Education)	X	X		X
4. Private Sector Training	X	X		X
5. Skill Upgrading/ Retraining	X	X		X
6. Entrepreneurial Training	X			
7. Job Readiness Training	X	X		X
8. Combined ABE or Literacy/ Other Services	X	X		X
9. Customized Training	X	X		

*RDS - Rural Delivery System

X - service is available in most satellite sites, but not all

Services are provided to customers under the following eligibility standards:

CORE SERVICES will be available to all citizens and legal aliens. There is no eligibility requirement for the employer or job-seeking customer.

INTENSIVE SERVICES will be available to:

- a) Adults and dislocated workers who are unemployed, have had at least an initial assessment, and are in need of intensive services to obtain employment; and/or
- b) Adults and dislocated workers who are employed, have had at least an initial assessment, and are in need of intensive services to obtain, retain, or upgrade to employment that leads to self-sufficiency.

TRAINING SERVICES will be available to adults, dislocated workers, and eligible youth who:

- a) have failed to find, retain, or upgrade to employment through intensive services, and
- b) as a result of case management, have been determined to be in need of training services, and to have the skills and qualifications necessary to succeed in their selected program of training, and
- c) select training that is directly linked to employment opportunities, and
- d) require financial assistance, and
- e) meet eligibility priorities described later in this plan.

2. *Include a description of the local individual training account (ITA) system and the procedures for ensuring that exceptions to the use of ITAs, if any, are justified under WIA section 134(d)(4)(G)(ii) and 20 CFR 663.430.*

Individual Training Accounts are the funding mechanism for classroom and occupational skills training. Utilizing the criteria for access to training resources described above, and considering reasonableness of cost for a selected program of training, the Title I Operators issue a training voucher up to a prescribed amount, but not to exceed \$3000 per year, per person. (Exceptions to this ceiling would require written approval of the Workforce Investment Board, or would be allowed where special funding directives that provide unlimited funding or higher caps on training exist.) Such voucher may be used only for tuition and related education costs (books, fees, etc.) for the approved program of training. The voucher amount will be reduced proportionate to other financial resources available to the customer. The voucher will also have an expiration period, determined by the issuing Title I Operator. While the customer will have their choice of training providers, the provider must be a certified training program/provider, and they must demonstrate acceptable placement rates in, and related to, the selected program of training. As requested by the State, the Northwest Workforce Investment Board has yielded all functions under Section 122 of the Workforce Investment Act to DESE, including the certification of eligible providers and programs. (The WIB may still require higher levels of training provider performance than established by DESE). The list of certified training providers is available at the DESE website.

Finally, while all workforce development partners in the Northwest Region support informed choice by the customer, the Workforce Investment Board will support a flexible approach to ITA use by the Title I Operators during the “consultation with the case manager” described in CFR 663.440. This approach allows for avoiding certain courses of study (based upon occupational demand, reasonable cost, or labor projections) or particular training providers (based upon reasonable cost, placement history, relevance to occupation). Interested parties to such decisions have a right to appeal if they feel they can demonstrate that all facts were not fairly considered. Appeals of such decisions shall be in writing to the Executive Committee of the Workforce Investment Board within

30 days of notification of such decision. The final determination shall be made by the full Workforce Investment Board. On-the-job, customized, and employer-based training will be accomplished through standard contracts and agreements, and will therefore be excluded from ITA funds. Employers engaged in customized training agreements must commit to hiring/retaining successful trainees.

10. Provide a description of how Wagner-Peyser Reemployment Services (Worker Profiling) will be delivered on a weekly basis between DWD and partner staff.

DWD staff will call in profilers each week. DWD staff will work with the client, and refer them to Workforce Linkage courses and orientation where they can access the Dislocated Worker program and other partner services.

C. Rapid Response

*Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as appropriate.**

The Northwest Region Workforce Investment Board will retain the Rapid Response Coordinator in order to ensure a coordinated response throughout the eighteen county area. The actual services will be provided through WIA Title I Dislocated Adults operators as appropriate to the sub-region. Information regarding plant closures or layoffs will be forwarded to the Northwest Region Rapid Response Coordinator through a variety of sources, including; customer interviews, media releases, employer contacts, Chambers of Commerce communications, labor organizations, etc. The WIB staff shall immediately verify the action, or pending action, regardless of the source. When possible, and the company is willing, meetings shall be conducted on-site to offer a complete explanation of workforce development services available to those affected. Workforce Development partners who shall be invited to participate in, or provide information for, employee presentations will include:

- WIA Title I Program Operators (Job Training)
- Wagner-Peyser , NAFTA/ TAA
- Veteran's services (Priority in service as required by Title 38, Chapter 41 USC)
- Unemployment Insurance
- WIA Title II Program Operators (Adult Ed/Literacy)
- Vocational Rehabilitation
- Division of Family Services
- Local Mental Health Agencies
- Organized Labor (if appropriate)
- Community-Based Organizations that can provide/ broker basic needs assistance

If an affected company is not cooperative with Rapid Response efforts, marketing targeted directly to affected employees will be used. If a plant closure or layoff is of such magnitude that an ongoing team should be assembled, the WIB's Rapid Response Coordinator, (or the designated WIA Title I Operator for Dislocated Adults) shall lead such a team. If the event affects 50 or more employees, the Northwest Region Rapid Response Coordinator shall immediately notify the Division of Workforce Development. The Northwest Region Rapid Response Coordinator will be available to assist DWD in State-level Rapid Response activities, as requested. In addition, the WIB will include a requirement for participation in State-level Rapid Response activities in the Scope for WIA Title I Dislocated Adult Operator.

D. Youth

1. Provide a description and assessment of the type and availability of youth activities in the local area, including an identification of successful providers of such activities.* (This should include the local board's policy on partnering with and prioritizing services for serving youth most in need, such as out of school youth, those at risk of dropping out, youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth.)

Youth activities in the Northwest Region are in compliance with the Workforce Investment Act, Section 129, and serve youth ages 14-21 who are income eligible and have an identified barrier. All participants are registered, and Equal Employment Opportunity data collected. The Northwest Workforce Investment Board solicits and awards contracts for youth services utilizing the *Outcome Funding* model described in detail in X.C. The Youth Council makes recommendations to the WIB regarding the final selection of youth services providers. The current WIA Title 1 youth providers, selected in April 2005, are Community Services, Inc., Community Action Partnership, and Green Hills Community Action Agency. Section 129 of the Workforce Investment Act includes the following youth activities, which the Northwest Region has implemented:

- Outreach to the eligible population within all counties of the Northwest region.
- Intake and eligibility determination for all applicants.
- Information to applicants and participants, including:
 - Referral to the full array of applicable or appropriate services available through the local board or other eligible providers or one-stop partners, including those receiving funds through the WIA Youth Program;
 - Referral to appropriate training and educational programs that have the capacity to serve the participant or applicant either on a sequential or concurrent basis; and
 - Referral of eligible applicants who do not meet enrollment requirements of particular programs or who cannot be served to further assessment, as necessary, and referral to appropriate programs for tutoring, study skills training, and instruction leading to school completion.
- Objective assessment of the academic levels, skill levels, and service needs of each participant, including a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs. Recent assessments by another provider may be used as deemed appropriate where the participant has applied for or accessed another education or training program.
- Provision of a service strategy for each participant including an employment goal (including, if appropriate, nontraditional employment), appropriate achievement objectives and appropriate services for the participant taking into account the assessment conducted. A new service strategy for a participant will not be required if the provider determines it appropriate to use a recent service strategy developed for the participant under another education or training program.
- Preparation for postsecondary educational opportunities, in appropriate cases.
- Provision of strong linkages between academic and occupational learning.
- Preparation for unsubsidized employment opportunities, in appropriate cases.
- Effective connections to intermediaries with strong links to the job market and to local and regional employers.

Program elements shall include, as necessary (and not otherwise available through other local entities serving youth), the following elements mandated by WIA:

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies.
- Alternative secondary school services, as appropriate.
- Summer employment opportunities that are directly linked to academic and occupational learning.
- Paid and unpaid work experiences, as appropriate, including internships and job shadowing.
- Occupational skill training, as appropriate.
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate and not otherwise available to participants through similar/complementary programs that are otherwise available in the community.
- Supportive services necessary to successful completion of the program outlined in the service strategy. The following are allowable support services for youth of all programs:
 - Purchase of medical examinations;
 - Special clothing or tools necessary to start or complete training;
 - Needs based payments;
 - Child care costs;
 - Transportation costs;
 - Costs for lodging
 - Meals; and
 - Special services and materials for individuals with disabilities
 - Fees for licensing
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months (utilizing existing mentoring programs that are otherwise available in the community to the extent possible).
- Follow-up services for not less than 12 months after the completion of participation, as appropriate.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Since all youth served with WIA funds will have barriers, all will have special needs. Joint programming with other youth providers in the community is imperative. As part of the upcoming Youth Summit on October 5, 2005, a directory of Youth Serving organizations is being compiled. This effort has strengthened collaboration with agencies serving some of our neediest youth including, CASA (Court-Appointed Special Advocates), Juvenile offices, Family Support Division, Buchanan County Youth Academy (residential facility for youth offenders), and the Noyes Home (residential facility for legally orphaned children and youth). This, in conjunction with adequate funds for supportive services /special needs of participants, and quality case management, should result in successful outcomes. All work components for summer experiences are tied to academic programs and the needs of the youth enrolled. Youth served throughout the year will be provided activities that are directly linked to their formal academic goals. These will be identified in each youth's service strategy, updating as needed. Based upon a Workforce Investment Board decision, at least thirty-five percent (35%) of youth funds shall be spent on out-of-school youth, and who meet at least one of the following criteria:

- Dropout
- Has a high school diploma or GED, but meets one of the following
 - Basic Skills Deficient
 - Unemployed
 - Underemployed

Identification of successful providers of youth services, other than WIA Title 1, is being supported by information shared at the Future Search Conference from June, 2004, and through Youth Council members themselves. A future event, the Youth Info-Share Convention will be another opportunity to locate less visible local youth providers. The Youth Council is seeking ways to partner with Heartland Foundation's "emPower Plant" to help young people become valued and active citizens. This curriculum is developed to assist students engage civic skills through collaborative problem solving. The program is a model that is expected to be replicated throughout the United States.

2. *Provide a description of any innovative service delivery projects for youth currently operating in the region. Describe the local boards involvement in the projects, and the boards efforts to continue involvement and funding for the continuation of these projects. (Examples include JAG, Youth Build, I Can Learn, Cisco etc.)*

Youth Enhancement Programs have been funded through Division of Workforce Development (DWD) to non-WIA service providers to support career exploration and other youth opportunities in career planning. It includes innovative instruction for older youth regarding effective job skills that will help them gain employment and develop transferable work skills that will prepare them for future careers. Projects being funded in the Northwest region are:

Mid-City Excellence, TREC (Traveling the Road Exploring Careers)

Designed to engage inner-city youth in a 6-week career exploration program utilizing field trips and guest speakers to improve educational skills and develop marketable skills.

Boy Scouts of America, Leadership for Life Navigator Program

This is a proven curriculum focusing on the development of both "hard" and "soft" skills. Seminars are related to six career pathways and centered around nine character traits. The seminars are implemented through business classes, career classes, and special Navigator assemblies.

Northwest Technical School, Career Explorers

An employer-driven program supported by many youth serving organizations. The program will assist students exploring career opportunities locally with insight of industries in the area as well as job skills preferred by those industries.

The Northwest Region is one of several regions in the state to be involved in a demonstration project for delivering standards-based algebra and pre-algebra mathematics courses through a combination of electronic self-learning, small group didactics, and instructor assistance. I Can Learn was implemented in middle schools in the St. Joseph school district in September 2004.

Two task forces from the Future Search Conference have remained an active sub-group of the youth council. Youth Empowering Success ("YES") has scheduled the first annual Youth Info-Share

Convention for Wednesday, October 5, 2005. Area youth service agencies, schools, clubs, and organizations in the 18 county Northwest Region are invited to share information about youth opportunities and services available through their programs. This network system of partnering with youth service providers will provide a system of activities and services that will enable young people to be successful in education and the workplace, and to become leaders in their communities. A Youth Service Directory will also be created and distributed. Additional future plans include establishing the following:

- **CASA (Court Approved Special Advocate)**-Uses trained community volunteers to speak for the best interests of children involved in the juvenile courts.
- **Toastmasters International**-Youth Leadership Program designed to develop an individual's potential to become a good communicator and leader.
- **Youth Leadership Northwest** – As a result of workforce development staff participation in the Leadership Northwest, the 2005 class selected as their project the development and implementation of Youth Leadership Northwest.

E. *Business Services*

1. *Describe efforts to continue Business Outreach and Service plan implementation regarding achievement of coordinating business outreach efforts through a single point of contact system. Describe how partner staff work together to “broker” all programs and services to businesses. Include a description of strategies/training to ensure partner staff document business contacts in toolbox and work closely with all career center staff that have business outreach responsibilities. Describe any modifications/revisions to the business outreach plans that were submitted to DWD during 2004.*

Business Outreach did not receive additional funding to support marketing or other business services efforts. In addition, there is only one Business Representative assigned to the Northwest region, who is responsible for 18 counties. The lack of adequate staff whose primary responsibility is Business Outreach has affected our ability to fully implement the Business Outreach Plan. A proposal to add two additional Business Services Representatives for the Northwest Region is being developed, with input from the Northwest WIB. Funding may be leveraged from two existing contracts for service – Rapid Response and CAP Bridge. Both of these activities would be included in the whole continuum of business services that all three Business Representatives would then provide in their assigned subregion. We believe this could address the need for more accessible Business Services, as well as more efficiently administer Rapid Response services.

The Business Representative within the region is in contact with members of the Business Services Team and staff members who make business contacts and Toolbox entries. Toolbox is used to ensure the single point of contact system is intact. Informal training has been used for staff members who use Toolbox as a business single point of contact system tool. Both formal and informal meetings are held with Missouri Career Center staff, local economic developers and chamber officials to coordinate business services throughout the region. The Business Services coordination effort includes meeting with DWD Veterans Representatives and regional implementers. Partner staff members hold sub-regional meetings that provide information on business services available locally. The Regional Coordination meeting is held bimonthly to bring members of the business services network together throughout the region in order to promote best practices regionally and statewide. Agencies/partners attending the meetings are from Adult

Education/Literacy, Northwest Regional Council of Governments, Green Hills Regional Planning Commission, Job Corps, Missouri Western State College, Hillyard Technical School, DWD, Goodwill, North Central Missouri College, WIA Title 1 providers, WIB staff, and all Veteran's Representatives.

The Business Services team is currently in the process of completing the Business Services Survey, to be administered to a random set of businesses in the region. That survey will be completed by July 30, 2005 with analysis and report to follow. Maryville businesses, Northwest Regional Council of Governments, and Community Services, Inc. have partnered and developed 5 initiative groups to deal with businesses issues and needs in the Maryville area. The original five initiative groups are: Recruiting Offenders, Recruiting High School Students, Recruiting College Students, Skills Gap and Affordable Housing. After the first 60 days of commitment, these five groups merged into the following three: Affordable Housing, Knowledge Equals Your Success or KEYS (Recruiting Offenders), and Skills Gap (comprised of skills gap, and the 2 recruiting student groups). The Business Needs Surveys results will be compiled, and used together with the Skills Gap Analysis information to formulate a detailed plan of action to design how best to address the business needs. No modifications or revisions have been made. We are still working toward the goals of the original plan.

2. *Describe the region's commitment to businesses and how the training needs of businesses will be addressed, including implementing incumbent worker and On-the-Job Training programs. Include a description of how these services will not duplicate and will coordinate with Missouri's incumbent worker and industry training programs.*

As discussed under Section II, we have been involved in successful and on-going industry collaboration with health care to increase the number of allied health professionals in our region. Initially started as a Sectoral Demonstration planning project in 2002, the Regional Workforce Development Team for HealthCare has enjoyed many successes including; creation of two new programs at a public technical school – Radiologic Technology and Surgical Technician, increased total seat capacity for two different LPN programs, provided financial support to public technical school, community college, and a university to develop articulation agreements to facilitate bridging for ADN to RN to BSN, leveraged nearly \$500,000 in private funding for scholarships and financial assistance for training in targeted health occupations, and continue to explore the potential for a health occupation regional employment service.

Additionally, we have recently implemented a customized referral program with the Area Health Education Center (AHEC). It is designed for entry level youth and adults interested in health occupations, but perhaps not initially able to demonstrate capacity adequate to gain admission to the continuum of programs offered through AHEC. The referral will be to a health interest group that will provide a variety of hands-on learning experiences that will help them to determine if this is their field of interest and increase their knowledge, skills, and confidence.

In February 2004, another group was formed in the Maryville area to study an industry-wide concern related to recruitment of skilled labor to support production manufacturing against a backdrop of very low unemployment – rarely hitting 2%. The Nodaway County Manufacturing Employee Recruitment Task Force established two major goals: 1) Promote the benefits of careers

in production manufacturing, and 2) Develop training partnerships and collaborations for manufacturing skill development. There are now three working sub-committees:

4. Employee Skills (includes recruitment of students)
5. Housing
6. Knowledge Equals Your Success (KEYS) - Recruiting Released Offenders

This group, or one of the sub-committees thereof, meets at least monthly, and continues to identify challenges and action steps. One of their significant accomplishments has been to begin the profiling of key jobs.

Related to the Nodaway County Employee Recruitment Task Force, the Northwest WIB has been in active partnership with Kawasaki Motors Manufacturing Company for the past three years. We have explored various strategies to meet their workforce needs, including,

- considered moving some of the more basic work – requiring only air tables – and re-locating the work to other counties in the region which have convenient highway access, facilities which could be modified to specifications, and have an available workforce;
- developing a two-week training program for WIA/ CAP participants specific to Kawasaki manufacturing techniques (KAMS); and
- acting as a convener for partners who will administer and provide a Community College New Jobs Training Program for 200 new jobs at Kawasaki.

We are able to assure ourselves, and the State, that there will be no duplication between local initiatives and state incumbent worker programs because we are, and will be, in communication with state staff regarding any business services we provide that have the slightest possibility of being funded through state programs. The Northwest Region will actively coordinate with DWD Central Office Business Relations staff to avoid duplication of incumbent worker (Classroom & OJT) and other industrial training programs. Likewise we would hope and expect that DED Central Office Business Relations staff would coordinate with the local region in order to ensure that the message to our business community is accurate and consistent. In anticipation of the US Congress approving a Reauthorization Bill, or the US DOL granting a waiver request from the State of Missouri; the Northwest WIB has already approved our PY05-FY06 funding allocations based on holding back 10% of each of the three funding streams for allowable statewide activities – namely incumbent worker training. Increasingly, we are asked to be at the table for both business attraction discussions, as well as problem-solving for companies in distress. Our ability to be agile and expedient in our response to these expressed needs is critical and will build our reputation as part of the solution.

F. Innovative Service Delivery Strategies

Describe how the region will support the Missouri Re-entry Process (MRP) ex-offender initiative. Include the services to be provided for ex-offenders and the process to be used to identify employers willing to hire ex-offenders.

The LVER, Parents Fair Share Case Manager and the Career Counselor will be making presentations in a Transition Housing Units (THU) in our St. Joseph. The presentations will focus on the services that the Missouri Career Centers provide. Department of Corrections THU will register the individuals on Great Hires and have “read only” access to Toolbox in order to track their progress. The released offenders will report to the Career Centers for services and assigned staff will help facilitate the services they received. After a seated interview with DWD staff, the

customer will then be referred to jobs as well as the appropriate partner services to assist with the individuals becoming re-employed. The Business Representative and LVERs during their outreach efforts will identify employers and that are will consider hiring ex-offenders and make staff aware of occupations and businesses where referrals and job development contacts would be an appropriate.

G. Strategies for Faith-based and Community-based Organizations

Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the one-stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the one-stops in the state. Outline efforts for conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the local workforce investment area to help meet the objectives of WIA. (For more information, reference DOL's tool, Making It Real: Strategies for State Agencies and Local Workforce Boards to Increase Partnerships with Faith-Based and Community Organizations.)

The Northwest region currently has three community-based organizations as successful implementors of WIA Title 1 programs. All three have representatives from various faith-based congregations on their tri-partite Boards of Directors. The very rural nature of our region creates both a need to rely on all community leadership available, and a related willingness for religious and community leaders to serve. These community and faith-based leaders provide us with a unique perspective about what job-seekers need to help them acquire and retain employment, and also how to conduct outreach and recruitment that will speak to them. Many of our youth activities and events involve faith-based organizations such as the Young Men and Women's Christian Associations and various church youth groups, including our Future Search Conference held last year and the Youth InfoShare conference scheduled for October, 2005. Two recent initiatives that connect us directly to the faith-based community are:

- Mid-City Excellence, TREC (Traveling the Road Exploring Careers)
Mid-City Excellence is a faith-based, minority-serving organization located in midtown St. Joseph. In our recent competitive procurement for non-WIA youth serving organizations, MCE was selected to implement a 6-week career exploration program utilizing field trips and guest speakers to improve educational skills and develop marketable skills in the target minority population.
- Sirolli Institute, Entrepreneurial Development Support
The Sirolli Institute, is affiliated with the Catholic Church and bases its approach on the concept that human development is paramount. They recently agreed to submit the Northwest Missouri Enterprise Facilitation (Andrew, Atchison, Gentry, Holt, Nodaway, and Worth counties) for submission as a pilot project to US Department of Labor. This model establishes a community-based Board to provide free, confidential business management and networking advice to aspiring entrepreneurs and existing businesses. It is specifically tailored to economic development in rural areas, and is based on the assumption that development is indigenous; it is based upon human capital elements that are already present within the community.

Since the Missouri Training and Employment Council (MTEC) is currently developing a policy on this issue, the Northwest Region will need to develop a policy in concurrence with theirs. A local plan modification is anticipated.

X. Local Administration

- A. *A description of the local levels of performance negotiated with the Governor and chief elected official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system in the local area.**

Performance measures for PY 05-06 are included as Attachment 10.

- B. *An identification of the entity responsible for the disbursement of grant funds described in section 117(d)(3)(B)(i)(III), as determined by the chief elected official or the Governor under section 117(d)(3)(B)(i).**

The eighteen Chief-Elected Officials in the Northwest Region have developed two documents:

- 1) Agreement of the Chief-Elected Officials in the Northwest Region - details their major responsibilities under the Workforce Investment Act, including the composition and appointment process for the WIB.
- 2) Letter of Agreement between the CLEO, the Northwest Region Workforce Investment Board, and North Central Missouri College (NCMC) -designates NCMC as the local grant subrecipient, responsible for the disbursement of grant funds. Further, this agreement stipulates that NCMC shall hire staff for the Workforce Investment Board.

Both documents have recently been approved in May, 2005 and are included as Attachment 8. Because we do not have electronic signature capability, only the original hard copy plan document includes actual signatures.

- C. *A description of the competitive process used to award the grants and contracts in the local area for activities carried out under subtitle I of WIA, including the process to procure training services for youth (reference DWD Issuance 03-02) and any that are made as exceptions to the ITA process.**

Since 1997, the Northwest Workforce Investment Board has utilized the *Outcome Based Funding* process to solicit, select, and award grants and contracts for activities under subtitle I of the Workforce Investment Act. The *Outcome Based Funding*, process encourages a shift from funding activities to investing for results. The Northwest WIB conducted a competitive *Call for Implementors (CFI)* in January, 2005, and as a result, awarded five contracts. We would propose to continue to use this approach in the event of future grants and contracts under this subtitle of the Workforce Investment Act which would be procured.

The competitive *Outcome Based Funding* process is also the method that is utilized when procuring services for WIA Youth. The Youth Council makes recommendations to the WIB on a need for services, and the presence of resources to invest in such services to determine if a *Call for Implementors*, shall be issued.

When a *Call for Implementors(CFI)* is issued, the need for services shall be presented to the public in each of the eighteen county courthouses, and in at least the following newspapers of general circulation in each of Northwest subregions: St. Joseph News-Press, Maryville Forum, Chillicothe Constitution-Tribune, and Trenton Republican-Times. The complete CFI will be issued to anyone responding to such advertisement and all those on our existing "bidders list". In addition, written notification of the *Call for Implementors* will be made to current program/service implementors.

Contracts for services shall normally be issued for a one-year period, with two additional year extensions. It is the sole decision of the Workforce Investment Board whether or not the extensions are exercised.

The *Call for Implementors(CFI)* will include seven sections:

1. Givens - those conditions, requirements, or parameters that are not flexible – these constraints guide what we can and cannot do. (i.e. period of performance, assurance of compliance with relevant laws, provision of services to carryover customers, etc.)
2. Assumptions - those lessons we have learned, or beliefs we have formed, about what does and doesn't work for these types of services. (i.e. quality training promotes placement, job placement and economic development are linked, partnerships result in enhanced services, etc.)
3. Outcome Statement - this is the end state that the Workforce Investment Board wishes to achieve over time - an "intent" that is explicit and directly linked to the Board's investment of funds. (i.e. If we were wildly successful in Area 1, every job seeker would have education and training which leads to a lasting, living wage job commensurate with their abilities and goals. Every employer would maintain a qualified, productive workforce.)
4. Investor Targets - these are qualitative goals consistent with, and building support for, the WIB's outcome statement. (i.e. to move unemployed customers into employment, to increase long-term job retention, to reduce duplicative employer contacts, etc.)
5. Implementor Targets - these are the specific, quantitative results which the Implementor (contractor) is committed to achieve - they should be verifiable and largely under the control (or influence) of the Implementor. These targets represent this Implementor's piece of the "investor targets" pie. (i.e. to increase the number of Grundy county customers attending One-Stop orientation in Trenton by 10%, to reduce the number of duplicate employer contacts in St. Joseph by half, to increase by 5% the number of youth achieving high school diploma or it's equivalency, etc.)

6. Performance Target Outline - This is the format for the potential implementors to submit which focuses on what is being bought, and the chance that it will be delivered as planned. It includes information on Customers, Product (service), Targets, Milestones(steps), Key Individuals, Organizational Support, Financial Projections, and Assurances.

7. Timelines/Selection Process - This provides information to the potential implementor about timelines for submission, evaluation, selection, award, and implementation. It also briefly describes the three-step due diligence evaluation process.

The selection of an implementor for services will be based on due diligence:

- 1) telephone interview to clarify questions,
- 2) personal interview as necessary, and
- 3) verification- reference checks with customers and/or other investors(including review of past performance with the Workforce Investment Board or partners).

The following criteria will be reviewed during due diligence, and will be the basis for selection:

- Performance targets
- Probability of performance achievement
- Reasonableness of cost (Return on investment)
- Compliance with WIA program and administrative requirements

Once implementors are selected, performance targets and milestones may be negotiated in order to bring the entire workforce investment area into compliance with goals created by performance indicators. More importantly, we believe that the Workforce Investment Board will be equipped to select those implementors who have the right target, are most likely to hit the target, and who will do so with a reasonable investment from the WIB.

The partners currently designated as Implementors include:

ABCD Region: - Community Action Partnership of Greater St. Joseph

Northwest Region: - Community Services, Incorporated
Northwest Regional Council of Governments

Green Hills Region: - Green Hills Community Action Agency
Green Hills Regional Planning Commission

Evaluations will be done to ensure compliance and performance of each Title I operator. Based upon these evaluations, and other factors such as, customer satisfaction and continuous improvement, the need for bidding out the Title I Adult and Dislocation Worker activities in the future will be determined by the Workforce Investment Board and the Chief Elected Officials.

Funds shall be made available from the appropriate funding streams to provide services within every County of the Northwest Region. These will be provided through the appropriate method of delivery as defined in the Memorandum of Understanding. The fiscal agent will develop the Agreement for financing the Adult, Dislocated Worker and Youth services. These agreements between the fiscal agent and operators, in concurrence with the WIB and CEO's, will be developed based upon funding allocations to the area by subregion, utilizing the formula of total population, total economically disadvantaged, and unemployment rates. These allocations, by subregion, may

be modified by the WIB/CEO's during an agreement year (7-1 to 6-30) to meet the most current demand needs.

Each of the other partners in the Workforce Delivery System shall provide the mandated services required from its own funding streams and share in operational costs of the system as set forth in the Memorandum of Understanding.

The Northwest WIB has chosen to enter into a contract with the Department of Elementary and Secondary Education (DESE) to meet the requirements outlined in DWD Issuance 03-02, Competitive and Non-Competitive Procedures for providing Occupational Skill Training to WIA Eligible Youth. Through this contract, DESE will handle the competitive procurement process as well as meet the Training Provider Certification requirements and ensure vendors are on the WIA Eligible Training Provider List.

D. Describe how the region is working towards eliminating duplicative administrative costs to enable increased training investments.

While the United States Department of Labor has determined that all funds contracted to a provider are program costs, we believe that our first step toward reduction of administrative costs has been to ensure that, whenever possible, our selected WIA Title 1 contractors are coordinating and collaborating on the administration of their contracts. Our most recent success is that two providers in our Northwest subregion submitted a combined proposal during our competitive procurement process in January – April, 2005. This will result in a better product for customers with less overhead expenses. Additionally, while the Northwest WIB approves a 10% hold-back of formula funds for the administration and operation of the WIB office, we have requested and received approval from the WIB to use nearly 15% of these funds for various special workforce development projects, including; the Educator Institute, Operation Discover, and grant-writing and or campaign development work with life-long learning and health occupation development.

E. Identify how the local region ensures that services are not duplicated.

Through regular communication, both electronically in ToolBox, and in person at monthly Interagency Team and Management Team meetings, quarterly Implementors and Regional Coordination Meetings, and bi-monthly meetings of the Northwest WIB, we are able to ensure that not only are services not duplicated, but they are coordinated to create the best outcome for the customer, make the best use of public resources, and support our goal of thriving communities.

F. Establish and define the local policy and procedure for Complaint and Grievance in accordance with the WIA Act 20 CFR 667.600. (This policy should be incorporated into the MOU and disseminated throughout the region for all workforce development professionals to understand and implement. This should adhere to federal, as well as state complaint and grievance guidance.) Include a copy of this policy as Attachment 4 to the local plan.

The complaint and grievance procedure is included as Attachment 4. It is made available as a brochure to all WIA Title 1 customers.

G. Include the Planning Budget Summaries for PY 2005 and FY 2006.

Planning Budget Summaries for PY05 and FY06 are included as Attachment 5.

Northwest Workforce Development Sites and Partner Services

<u>Comprehensive One-Stop Center</u>	<u>Affiliate One-Stop Center</u>	<u>Affiliate One-Stop Center</u>
Missouri Career Center 301 South 7 th Street St. Joseph, MO 64501 800-554-5807 , 816 387-2380 816-387-8799 - FAX	Northwest Center Community Services, Inc PO Box 328, 1212B South Main Maryville, MO 64468 800-711-5408 , 660-582-8980 660-582-8975 – FAX	Green Hills Center 912 Main Trenton, MO 64683 800-794-3535 , 660-359-3622 660-359-3082 - FAX

Satellite Sites

<u>County</u>	<u>Address</u>	<u>Phone</u>	<u>FAX</u>
Andrew County	Community Action 306 North 4 th Street Savannah, MO 64485	816-324-3473	816-324-2341
Atchison County	Community Action 101 Walnut Tarkio, MO 64491	660-736-4646	660-736-4646

Clinton County	Community Action PO Box 64 117 West Maple Street Plattsburg, MO 64477	816-539-3293	660-539-3901
Clinton/Dekalb Counties	Community Action 215 East 2 nd Street Cameron, MO 64429	816-632-7345	816-632-6434
Dekalb County	Community Action 118 West Main Street Maysville, MO 64469	816-449-2163	816-449-5924
Gentry County	Community Action 109 N. Polk Street Albany, MO 64402	660-726-5663	660-726-5663
Harrison County	Community Action 108 S. 16 th Street Bethany, MO 64424	660-425-3755	660-425-3245
Holt County	Community Action 105 W. 6 th Street Mound City, MO 64470	660-442-5722	660-442-5722
Linn County	Brookfield Area Career Center 122 Pershing Road Brookfield, MO 64628	660-258-2682	660-258-3875
Livingston County	Missouri Career Center 601 West Mohawk Chillicothe, MO 64601	660-646-0671	660-646-5803
Putnam County-S	Community Action 117 S. 16 th Street Unionville, MO 63565	660-947-2471	660-947-7999
Sullivan County-S	Community Action 101 E. 2 nd Street Milan, MO 63556	660-265-4510	660-265-5287
Worth County-S	Community Action PO Box 221, 101 ½ E. First Street Grant City, MO 64456	660-564-2182	660-564-2182

Attachment 1 cont.

Partner Services

- Full-time physical co-location of staff** – This means that there is a full-time presence of this partner in the One-Stop or Affiliate Center.
 Community Services Inc. of Northwest Missouri Adult, Dislocated Worker, and Youth Services -NW
 Department of Economic Development / Division of Workforce Development-Veteran's Programs-ABCD
 Department of Economic Development /Division of Workforce Development- Wagner Peyser-ABCD
 Department of Economic Development /Division of Workforce Development-Parent's Fair Share-ABCD
 Department of Economic Development/Division of Workforce Development - Job Corps-ABCD
 Department of Social Services/Family Support Division - ABCD
 Community Action Partnership of Greater St. Joseph, WIA Title 1 Adult, Dislocated Worker, and Youth Services – ABCD
 Resources for Missouri Incorporated – ABCD
 St. Joseph School District, Adult Education and Literacy-ABCD
- Part-time physical co-location of staff** – This means that there is Partner staff at the One-Stop or Affiliate Center on a part-time basis (i.e. half-days, two days a week, etc.)
 Department of Economic Development / Division of Workforce Development – Veteran's Programs –GH
 Department of Economic Development / Division of Workforce Development – Wagner Peyser – GH, NW
 Department of Economic Development /Division of Workforce Development-Parent's Fair Share- GH, NW

Department of Economic Development/Division of Workforce Development - Job Corps-GH, NW
 Department of Elementary and Secondary Education / Division of Vocational Rehabilitation – ABCD, GH, NW
 Green Hills Community Action Agency –GH
 Green Hills Regional Planning Commission – GH
 Northwest Missouri Regional Council of Governments –NW
 Experienced Worker –GH, NW

- **Satellite site participation** –This means that the partner utilizes the network of satellite sites for the ongoing delivery of services, and may include; regularly planned staffing, providing print or media resources, employer services such as candidate screening / interviewing, or simply arranging to meet customers at one or more of the satellites sites.

Chambers of Commerce – ABCD, GH, NW
 Community Action Partnership of Greater St. Joseph-ABCD
 Community Services Inc. of Northwest Missouri – NW
 Department of Economic Development – Business Attraction and Expansion – ABCD, GH, NW
 Department of Economic Development / Division of Workforce Development – Veteran's Programs – ABCD, GH, NW
 Department of Economic Development / Division of Workforce Development – Wagner Peyser – GH
 Department of Economic Development /Division of Workforce Development-Parent's Fair Share-ABCD, GH, NW
 Department of Elementary and Secondary Education / Division of Vocational Rehabilitation – ABCD, GH, NW
 Department of Economic Development/Division of Workforce Development - Job Corps-GH, NW, ABCD
 Department of Social Services / Family Support Division – ABCD, GH
 Green Hills Community Action Agency –GH
 Green Hills Regional Planning Commission -GH
 Experienced Worker – ABCD, GH, NW
 Northwest Missouri Regional Council of Governments - NW
 Resources for Missouri Incorporated – GH, NW

Attachment 2

NORTHWEST WORKFORCE INVESTMENT BOARD

TOTAL BOARD MEMBERS = 40

BUSINESS REPRESENTATIVES	PUBLIC SECTOR REPRESENTATIVES
1. Andrew County Business Representative Virgil Davison, Realty Executives (07/05)	22. WIA Title I Youth (ABCD) Dave Leyland, CAP of St. Joe (07/05)
2. Buchanan County Business Representative Rick Gronniger, Altec (05/03)	23. WIA Title I Adult (Northwest) David Bell, CSI, Inc. (07/05)
3. Clinton County Business Representative Kent Osborn, Cameron Mutual (07/05)	24. WIA Title I Dislocated Workers (Green Hills) Randall Railsback, GHRPC (05/03)
4. DeKalb County Business Representative Janice Taylor, Taylor Chevrolet (07/05)	25. Wagner-Peyser / TA-NAFTA / Veterans Maggie Lesnak, DWD (10/03)
5. Atchison County Business Representative Ned Seymour, Farmers & Valley Bank (07/05)	26. Adult Education & Literacy Dr. Neil Nuttall, NCMC President (07/05)
6. Gentry County Business Representative*	27. Vocational Rehabilitation

Robert Youngclaus, King Pharmacy (07/00)	Yvonne Wright (08/01)
7. Holt County Business Representative* Patsy Vandeventer, Exide Technologies (11/03)	28. TANF Jackie Tilford (07/00)
8. Nodaway County Business Representative Kirk Nicholson, Northwest MO Credit Union (07/05)	29. Older Worker Title V Sherry Wohlgemuth, Experience Works (03/04)
9. Worth County Business Representative Darold Hughes, ret – Hughes Insurance (07/05)	30. Community Services Block Grant (E&T) Allan Quilty, GHCAA (07/05)
10. Caldwell County Business Representative Gene Dinwiddie, Green Hills Corp. (07/05)	31. Unemployment Compensation Program Richard Kirpatrick (09/02)
11. Daviess County Business Representative Priscilla Whitt, Landmark Mfg. (08/04)	32. Migrant and Farm Workers Program Sandy Liechti, RMI (02/01)
12. Grundy County Business Representative Deb Vandevender, Grundy Electric (07/05)	33. EDUCATION – Higher Education Peggy Ellis, MWSU (07/05)
13. Harrison County Business Representative* Terry Campbell, Harrison County Sr. Center (07/00)	34. EDUCATION – K-12 John Zelif, Maryville R-II (07/05)
14. Livingston County Business Representative Lisa Hecker, Hedrick Medical Center [07/05]	35. LABOR - NW Central Labor Council John Lewis (11/03)
15. Linn County Business Representative Gary Carlson, Moore Mfg. (03/04)	36. LABOR – Laborer International Union Ron Dauphin (05/01)
16. Mercer County Business Representative* Glen Kirby, Citizens Bank (07/00)	37. COMMUNITY-BASED ORGANIZATION Daisy Workman, Farm Bureau (07/05)
17. Putnam County Business Representative Dwight Jones, Dunlap Mfg. (03/04)	38. COMMUNITY-BASED ORGANIZATION Kim Warren, minority-serving CBO (07/05)
18. Sullivan County Business Representative Calvin Held, Premium Standard Foods (03/04)	39. ECONOMIC DEVELOPMENT – Chamber Brad Lau, St. Joseph Chamber (07/05)
19. ABCD Subregion Business Rep. Jason Grayson, Sara Lee Food (05/03)	40. ECONOMIC DEVELOPMENT -Public Tom Bliss, MO-KAN RPC (10/03)
20. Northwest Subregion Business Rep. Anita Coulter, Kawasaki Motors Mfg. (07/05)	
21. Green Hills Subregion Business Rep. Kim Rardon, Wire Rope Corp. (07/05)	

Attachment 3

BY-LAWS Workforce Investment Board

Mission Statement



The Workforce Investment Board of Northwest Missouri is an appointed group of community leaders responsible for developing and directing employment-related opportunities. Our goal is an economically self-sufficient, productive, and skilled workforce through partnerships with the community, businesses, and the workforce.

Article I.

Name and Location of the Principal Office

1.1 The Board shall be known as the Northwest Workforce Investment Board.

1.2 The Board shall maintain its principal office in a place to be designated hereafter by the Board, and may establish field offices at such other places as it may deem necessary and appropriate. All such offices shall be located within the Northwest Region boundaries; the eighteen contiguous counties of northwest Missouri.

Article II.

Terms and Definitions

2.1 The terms and identifying nomenclature used in these By-Laws are the same, and shall be construed to have the same meaning, as set forth P.L. 105-220, the Workforce Investment Act of 1998.

Article III.

Powers and Duties of the Board

3.1 The Board shall exercise and discharge its powers and duties, as provided by the Workforce Investment Act of 1998 (P.L. 105-220), all appropriate implementing regulations established by the State of Missouri, and any agreements established between the Board and the eighteen County Commissions within the Northwest Region, and accordingly shall:

Page 1 of 10

- a. Adopt, amend, and repeal By-laws, rules, and regulations governing the conduct of its business and the performance of its functions;
- b. Provide for the internal organization and administration of the Board, as set forth in P.L. 105-220;
- c. Enter into contracts with an agency or agencies to provide such functions as the Board shall deem necessary;
- d. Accept, use, and dispose of gifts or donations of services or property (real, personal, or mixed, tangible or intangible);
- e. Enter into and perform such contracts, agreements, or other transactions as may be necessary in order to carry out its functions;

f. Take such other actions, and incur such other expenses as may be necessary or appropriate to carry out its purpose under the Workforce Investment Act, and consistent therewith.

3.2 The Board shall cause to be prepared and adopted, in partnership with the chief-elected officials, a comprehensive plan for workforce investment activities, in accordance with guidelines and regulations established by the US Department of Labor, and the State of Missouri.

3.3 The Board shall cause to be prepared and adopted such revisions or updates to the workforce investment plan as experience and current economic conditions dictate.

3.4 In cooperation with the chief-elected officials, the Board shall appoint a Youth Council who will assist the Board with the development of those portions of the local workforce investment plan which deal with youth, make recommendations regarding grants or contracts to carry out youth activities, and provide general oversight for youth activities.

3.5 In cooperation with the chief-elected officials, the Board shall designate and certify one-stop operator(s), and identify/contract with eligible providers of training and intensive services.

3.6 The Board shall coordinate workforce investment activities and develop employer linkages in the local area, and shall participate in collaborations which support such ends.

3.7 In partnership with the chief-elected officials, the Board shall cause to be conducted, such monitoring and oversight activities as are necessary to ensure that workforce investment activities in the Northwest Region are operated in accordance with applicable laws and regulations, and in an efficient and cost-effective manner.

Page 2 of 10

Article IV

Organization of the Board

4.1 The Board shall consist of persons appointed by the Presiding Commissioners of the 18 counties in the Northwest Region. Members shall be from areas of interest stipulated in P.L. 105-220, and in various regulations developed by the US Department of Labor and the State.

4.2 Northwest Workforce Investment Board terms are for a five-year period commencing July 1. The membership shall continually maintain at least a simple majority of business representatives, shall be as equitably drawn from the three subregions as possible, and shall reflect the following composition of 40 total voting members. The Board itself must be certified every two years.

--	--	--

Education – incl. Perkins (2)	Labor (2)	Community-Based (2)
Economic Development (2)	WIA Title I Operators (3)	Wagner Peyser/ NAFTA/Vets (1)
Adult Education/ Literacy (1)	Vocational Rehabilitation (1)	TANF (1)
Older Worker Title V (1)	Migrant & Farm Workers (1)	Community Services BG (1)
Unemployment Compensation (1)		Business (21)

4.3 The Presiding Commissioners of the eighteen county Commissions within the Northwest region shall be Ex-Officio, non-voting members of the Board.

4.4 In the event a vacancy occurs during the term of an appointment, a new member shall be appointed by the same nomination and appointment process used for the vacating member. The appropriate nominating and appointing authority shall have the right to nominate and appoint the new member to fill the remainder of the term, and for a subsequent full term, without having to repeat either process at the end of the initial remaining term. Members whose terms have expired, and who have not been replaced or re-appointed, may continue to serve on the Board for ninety days. The appropriate nominating and appointing authority may also choose, at its sole discretion, to nominate and appoint a different person to fill the subsequent full term. Whenever a change in membership of the Northwest Workforce Investment Board occurs, written notification of the new member's appointment shall be submitted to the Division of Workforce Development. > Such notification shall be signed by the Chair of the Chief-Elected Officials Coordinating Committee.

4.5 The Board may approve Ex-Officio, non-voting Board members who may attend all meetings of the Board, and may participate in all deliberations, but may not execute a vote. At a minimum, this shall include Presiding Commissioners (3.3) and Youth Council members who are not voting members of the Northwest Workforce Investment Board.

Page 3 of 10

Article V Meetings

5.1 Meetings of the Board, and all committees advising the Board, shall be open and public meetings, in accordance with Chapter 610 R.S. MO 1989, revised 1998. Notice of all meetings, including closed meetings, shall be duly posted, with at least 24 hours advance notice, in conformance with the previously-cited open meetings law.

5.2 Regular meetings of the Board shall be held on the first Tuesday of the scheduled meeting month. The times and places of each meeting will be arranged by the Executive Committee and/or

Chairperson with notice to all members. Board meetings may be facilitated by electronic means (interactive video transmission, tele-conference, etc.) as content and cost of assembly dictate.

5.3 Special meetings of the Board may also be called by the Chairperson at such time and place, and for such purpose that the Chairperson shall designate. In addition, special meetings of the Board may be called upon the written request of one-third of the Board members, filed with the Board secretary. Such request shall include the time, place, and purpose of the meeting. The business conducted at any special meeting shall be limited to the stated purposes of that meeting.

5.4 Written notice of regular and special meetings of the Board shall be distributed to each member seven (7) calendar days prior to the date of the meeting. At all times, the requirements of Chapter 610 R.S. MO 1989, revised 1998, also known as the Sunshine Law, shall be implemented; providing at least 24 hours notice.

5.5 Each member of the Board shall have one vote on all matters voted upon. Proxy voting shall not be permitted. Members shall declare conflict of interest and refrain from voting when matters under consideration, appear to involve real or apparent personal fiduciary interest. In any circumstances on which the Board is voting the award or distribution of funds for goods or services, Board members must abstain from voting if:

- a. The member is a vendor for the goods or services;
 - b. The member is a subcontractor or a vendor for the goods or services;
 - c. The member serves in a Board capacity for any such vendors or contractors.
- All declarations of conflict of interest and abstentions shall be recorded by name in the minutes.

5.6 A quorum shall be deemed to be present when at least 10 voting members are present, and at least 5 of the attendees are private sector members. This quorum standard shall be met at least one meeting per quarter. Each and every decision of the majority of the members present at any regular or special meeting, where there is such a quorum, shall be valid as the binding act of the Board.

Page 4 of 10

5.7 If the aforementioned quorum is not present at a regularly-scheduled meeting, or special meeting duly-called, but at least 10 members are present, four of whom are representatives of the private sector; those members present shall have the power to act in the capacity of the full Board. Decisions made shall be valid as the binding act of the Board. The powers granted in this section shall be deemed to be emergency powers, and shall not be exercised, except in those cases when action is called for reasons of necessity due to deadlines. In no case shall meetings held without the quorum as defined herein (4.6), be for more than two consecutive meetings.

5.8 The minutes of each meeting shall be prepared and distributed to the Board at least seven days prior to the next meeting. Each Presiding Commissioner of the eighteen County Commissions shall also be mailed a copy of the minutes.

Article VI Officers

6.1 The officers of the Board, to be chosen by the members of the Board, shall be a Chairperson, Vice-Chairperson, Secretary, and Treasurer. Distribution is limited to no more than two officers from any of the three subregions. The Chairperson and Vice-Chairperson must be private sector members of the Board. The Secretary and Treasurer may be any member of the Board, however, if from the public sector, they may not assume the responsibilities of Chairperson or Vice-Chairperson in their absence. (See 6.7 for procedures in absence of Chair / Vice Chair.)

6.2 In addition to the officers described, there shall be such assistant officers and staff positions as the Board shall deem it be necessary to carry out the responsibilities of the Board; provided however, that the Board cannot delegate its decision-making and policy-formulating responsibilities to non-members of the Board.

6.3 All officers shall be elected by the Board having received a majority of the votes cast, and shall serve for a term of one year, or until their successors are elected and shall have qualified. Officers shall not serve more than two consecutive terms in the same office; however, a person shall be eligible to hold an office to which they have previously been elected, if one year shall have elapsed between the initial service and re-election. A person shall be eligible to hold another office during the interim year. The Nominating Committee will be appointed at the June Workforce Investment Board meeting. The slate of officers will be presented and elected at the August Board meeting, and officers will begin their terms in October.

6.4 Any officer elected by the members of the Board may be removed at any time, with cause, by the vote of a two-thirds majority of the Board members. Any vacancy occurring in any office shall be filled for the unexpired term in the same manner as any election of officers.

Page 5 of 10

6.5 The Chairperson shall preside at all meetings of the Board and shall perform all duties as may be prescribed by the Board from time to time. Additionally, all papers and instruments executed on behalf of the Board, shall be executed in the name of the Workforce Investment Board, and signed by the Chairperson.

6.6 The Vice-Chairperson shall, in the absence or disability of the Chairperson, perform the duties and exercise the powers of the Chairperson.

6.7 In the absence of both the Chairperson and the Vice-Chairperson, the following contingency plan shall be followed in priority order:

- The Secretary shall preside if a business representative, or
- The Treasurer shall preside if a business representative, or as the final option;
- The Secretary shall convene the meeting and ask for an election of a temporary chair for that meeting, who is a business representative.

6.8 The Secretary shall record, or cause to be recorded, all of the proceedings of the Board meetings. He/she shall give, or cause to be given, notice of all meetings of the Board for which such notice is required. The Secretary shall have custody of, and provide for the safe-keeping of all documents of the Board; provided, however, that he/she may delegate clerical duties to appropriate staff.

6.9 The Treasurer shall cause to be instituted acceptable fiscal control of all funds of the Board. The Treasurer shall provide policies and procedures for the acceptance and disbursement of funds, which shall be approved by the Board. The Treasurer shall render to the Board, an account of transactions and the financial condition of the Board, as required by the membership. The Treasurer may delegate financial duties to appropriate staff, as necessary.

6.10 Any duty of the Secretary or Treasurer may be performed by an Assistant Secretary or Assistant Treasurer, or any such staff that the Board may have designated under the supervision of the Officer.

6.11 The Board may, by proper resolution, grant either general or specific authority to designated persons to execute instruments for, and on behalf of, the Board.

6.12 The officers shall perform other such duties as may be prescribed by the Board.

6.13 The officers and employees who handle funds, or who are custodians of property, shall be bonded in an amount to be determined by the Board.

6.14 All checks drawn against the funds of the Board shall be signed by any two of the following three: the Chairperson, Vice-Chairperson, Treasurer; or in accordance with policies and procedures adopted by resolution of the Board.

Page 6 of 10

Article VII

Personnel

The local grant subrecipient shall provide staff to the Board as specified in a written agreement between the local grant subrecipient, Northwest Workforce Investment Board and the Chief-Elected Officials.

Article VIII

Committees

8.1 With the approval of the Board, the Chairperson may appoint members to serve in the following committee structure;

a. Executive Committee

There may be an Executive Committee, consisting of seven voting members of the Board, who shall be authorized to conduct emergency business of the Board between meetings. A simple majority of the Executive Committee is the minimum required for the conduct of emergency business. The Chairperson, Vice-Chairperson, Secretary, and Treasurer must be members of the Executive Committee. There shall be four members representing the private sector on the Executive Committee. Representatives serving on the Executive Committee shall be limited to no more than three from each subregion. The At-Large members of the Executive Committee shall be nominated by the Nominating Committee and elected by the Board. Membership on the Executive Committee shall be for one year. Duties of the Executive Committee shall include:

- * With consideration for the viewpoints and findings of all committees, and in partnership with chief-elected officials, developing the Local Plan, as defined by Public Law 105-220, the Workforce Investment Act of 1998; Title I, Chapter 2, Section 118;
- * Approving budgets, in partnership with the chief-elected officials;
- * Establishing and reviewing policies and procedures for program operation and service delivery;
- * Acting as a liaison with the Chief-Elected Officials;
- * Providing oversight of the program operations, in partnership with chief-elected officials
- * Serving on any Board committee in order to establish a quorum, so that the committee may conduct business;
- * Identifying nominees to the Youth Council, who meet the criteria in Public Law 105-220, Title I, Chapter 2, Section 117, (h), for the approval of the Board and the chief-elected officials.

b. Marketing Committee

There may be a marketing committee, which will plan and assist in educating and informing our communities about the role of the Board and services available. Activities may include Speaker's Bureau, Board Training, and the development/distribution of media products.

Page 7 of 10

c. Program Oversight - There may be a Program Oversight Committee to fulfill oversight functions mandated by Public Law 105-220 and attendant regulations, including:

- * Conduct preliminary evaluations, and make recommendations to the Board for the selection of operators and providers;
- * Review performance and expenditures, recommend corrective action;
- * Develop program ideas;
- * Negotiate local performance measures; and
- * Provide oversight of the one-stop delivery system.

d. Resource Development – There may be a resource Development Committee which will explore alternative resources of funding for existing and new services. Part of the identification and development of resources will be to clearly catalog existing resources for customer support and traditional workforce development activities.

e. By-Laws - There may be a By-Laws Committee, consisting of no less than one person from each subregion, or any equal number of persons from each subregion. The duties of the By-Laws Committee will be to review the By-Laws, and recommend changes annually, or as needed.

f. Interagency Team - There may be an Interagency Team composed of practitioners in the workforce development field, both members and non-members of the Workforce Investment Board. These One-Stop partners will provide the research and base-work for various WIB efforts including the development of the MOU, continuous improvement tracking, and marketing to job-seekers.

g. Youth Council - There may be a Youth Council composed of stakeholders in the development and operation of effective youth job training programs, both members and non-members of the Workforce Investment Board. This Council will provide recommendations to the WIB in the selection of youth program contractors. The Board, with the approval of the chief-elected officials, shall appoint members to the Youth Council, according to the criteria in Public Law 105-220, Title I, Chapter 2, Section 117, (h). Those members of the Youth Council who are not voting members of the Workforce Investment Board, shall be ex-officio, non-voting members of the Board.

h. Nominating Committee - There may be a Nominating Committee, consisting of no less than one person from each subregion, or any equal number of persons from each subregion. The duties of the Nominating Committee will be to nominate a slate of officers and Executive Committee for the consideration of the Board.

8.2 There may be other such committees as the Chairperson of the Board, with the approval of the membership, shall designate by resolution or adoption of policies and procedures.

8.3 Each member of the Board shall be appointed to one or more committee by the Board Chairperson. Other members may also be appointed to serve on the committees who are not members of the Board.

Page 8 of 10

8.4 As a result of the collaborative nature of workforce development, there may be other Councils, Teams, and/or Advisory Groups who have a direct relationship with the Board. Except for the Youth Council described in 8.1g, these relationships shall be informal, and shall not impose duties or limitations on either.

Article IX

Fiscal Year

9.1 The fiscal year of the Board shall be from July 1 to June 30.

Article X

Budget

10.1 Annually, and at least 30 days prior to the end of the fiscal year, the Northwest Workforce Investment Board staff shall prepare a work program setting forth the proposed activities and work of the Board for the ensuing fiscal year, along with budgetary requirements for such programs, which shall be used as the operating guide of the Board for that particular period. The work program and budget shall be submitted to the Executive Committee for appropriate action, and if approved, to the entire Board for adoption, with the approval of the chief-elected officials, at the last regular meeting prior to the end of the fiscal year.

10.2 The Northwest Workforce Investment Board staff shall review proposals for budget changes, amendments, and transfers of funds that may be necessary throughout the year, and shall make appropriate recommendations to the Executive Committee, which shall have the authority to approve or modify such changes, amendments, or transfers for recommendations to the Board and the chief-elected officials.

Article XI

Reports

11.1 The Board shall prepare, or have prepared, such reports as may be required from time to time by the U.S. Department of Labor, the State of Missouri, or the majority of the chief-elected officials in the Northwest Region.

11.2 The fiscal records of the Administrative Entity shall be audited annually by a Certified Public Accountant, selected in accordance with the cognizant agency procurement policies.

Article XII

General

12.1 No member of the Board shall be personally liable under, upon, or in connection with any other obligations or liabilities of the Board. All members of the Board shall be included as additional insured parties on the "Errors and Omissions" policy held by the local grant subrecipient. Except in cases of malfeasance, dereliction of duty, libel or slander; the Board agrees to save, defend, indemnify, and hold harmless individual members of the Board, acting in official capacity, from any and all claims, judgements, or lawsuits arising from Board actions.

Page 9 of 10

12.2 In any case, where a provision of these By-Laws, or an amendment thereto, may be in conflict with the Agreement and/or Resolution establishing the Workforce Investment Board, or an amendment thereto; the Agreement and/or Resolution establishing the Board shall prevail.

12.3 The Workforce Investment Board has negotiated a working agreement with the chief-elected officials to operate and execute their mutual duties under Public Law 105-220.

Article XIII

Amendments

13.1 The By-Laws of the Northwest Workforce Investment Board shall only be amended at a regular meeting, or at a special meeting of the Board when a majority of the voting members are present. A two-thirds majority vote in the affirmative by those present shall constitute approval of an amendment. The notice of such regular or special meeting shall include the full and complete text of the proposed amendment.

Article XIV

Parliamentary Authority

14.1 Meetings of the Northwest Workforce Investment Board shall be conducted according to the procedures contained in Robert's Rules of Order, Revised.

Article XV

Civil Rights

15.1 This organization shall be an Equal Opportunity Employer and shall conform to the provisions of the Civil Rights Act of 1964(amended), Americans with Disabilities Act of 1990, and all other related laws and regulations.

Chair, Workforce Investment Board

Date

Chair, Chief Elected Officials Coordinating Committee

Date

Revised August 2, 2005

Page 10 of 10

Attachment 4

COMPLAINT / GRIEVANCE

PROCEDURES

Revised 6/1/05

COMPLAINANT'S RIGHTS AND COMPLAINT FILING PROCEDURES

This brochure describes the complaint and grievance process for programs and activities conducted by the Northwest Region Workforce Investment Board Implementors. A complaint may be filed as outlined in these procedures if you believe you have been unjustly denied any benefit or services allowed under The Workforce Investment Act (WIA), or have reason to believe any of the following situations have occurred; a violation of the ACT, federal regulations, the State's contracts and issuances, grants, or other agreements, as well as those arising from WIB/SSG investigations or monitoring reports, or the imposition of sanctions taken by the Governor with respect to audit findings, investigations or monitoring reports.

In any case where the alleged violation of the ACT or regulations is also an alleged violation of another law, regulation or agreement, nothing in this process shall prohibit an individual or an organization from filing a complaint or grievance with the other authority.

A complaint must be submitted in writing and signed by the complainant or complainant's representative. It should include: your name, address, and telephone number (or specify another means of contacting you), a detailed description of the complaint incident/s indicating when, where and what acts comprise the basis of the complaint, individual name/s or organization/s responsible, and what relief is sought.

Complaints should be filed immediately after the complaint incident so that your rights will not be jeopardized due to untimely filing and so the complaint may be promptly resolved. All time frames in this brochure refer to calendar days. Assistance and forms for filing such complaints are available through the local Implementor or Northwest Region WIB Administration, 912 Main, Trenton, Missouri 64683.

The Workforce Investment Act requires that complaints must be filed within one (1) year of the alleged occurrence, with the exception of complaints alleging fraud and abuse, criminal activity, or discrimination on protected grounds. Local procedures (Steps #1, #2, and #3 of this brochure) must first be exhausted before a complaint may be escalated to the State WIB. Likewise, State level procedures must be exhausted before escalating the complaint to the Department of Labor (DOL) except in complaints alleging discrimination. This includes resolution of procurement and audit disputes.

NON-PARTICIPANT COMPLAINTS

The Workforce Investment Act permits Implementors, program operators,, grantees, sub-grantees, sub-recipients subcontractors, and any other interested party to file grievances about programs or activities under the law using this procedure. This includes any procurement and audit disputes.

PARTICIPANT COMPLAINTS

During orientation Customers are informed whether they will file a training related complaint through the training site's grievance procedure or the WIA Implementor's procedures, as described in Steps 1, 2, and 3 of this brochure. If the training site's procedure is used, the time frames and steps contained herein will be adhered to.

For all non-employment related grievances or if a Customer is unable to satisfactorily resolve any employment related grievance with his/her employer, the Customer must utilize the procedures contained in this brochure to seek further resolution.

Step 1: The complainant is encouraged to first discuss the complaint informally with the local Implementor (their WIB representative or other service provider contact person), with both parties making every reasonable attempt to resolve the complaint at this level. However, the complainant may file a written grievance during Step 1, if desired.

1

If a written grievance is received during Step 1, the Implementor has six (6) days from the date the written grievance is received to investigate the complaint, to file investigation reports, make a decision on the grievance and inform the complainant, in writing, of its' decision.

Step 2: The complainant has five (5) days to file the grievance in writing with the WIB Administrator. The WIB Administrator has seven (7) days from the date this written grievance is received to investigate and provide a written decision to the complainant and respondent.

Step 3: If the decision fails to satisfactorily resolve the grievance, the complainant has four (4) days from the receipt of the WIB Administrator's decision to present a written request for an impartial hearing appealing the decision. The Administrator must ensure that an impartial hearing is conducted by a qualified hearing officer who is a licensed attorney, within eight (8) days of the receipt of that request. The complainant and

respondent will be provided with a written notice of the date, time, and place of the hearing and all parties have an opportunity to present evidence and to be represented by an attorney and appeal rights. In any case, the impartial hearing must be conducted within thirty (30) days of the date the written grievance was originally received.

The hearing officer who is a licensed attorney is to present a written decision to the WIB Administrator within fourteen (14) days of the hearing. A written decision must be issued within sixty (60) days of the original filing of the grievance. If the Administrator fails to issue this written decision to the complainant, the complainant has the right to request a State review under the procedures outlined in Step 4.

Step 4: If the decision fails to satisfactorily resolve the grievance, the complainant may request, in writing, a review by the Division of Workforce Development, P.O.Box 1087, 421 East Dunklin St., Jefferson City, MO 65102-1087. This written request must be filed not more than ten (10) days after the complainant has received the written decision from the Administrator, or, if no decision is rendered, within fifteen (15) days of the date on which the decision should have been received (60 days from the date initially filed). The review process performed by DWD may be conducted by: a) its own Staff; b) a licensed attorney through an impartial hearing; or c) any other means of independent review or investigation. DWD will provide a written final decision to the complainant within thirty (30) days of the date the request for review was received.

APPEALS TO THE SECRETARY OF LABOR

Should DWD fail to issue a written final decision within thirty (30) days of receipt of the request, the complainant may request from the Secretary of Labor, a determination as to whether reasonable cause exists to believe that the ACT, or its regulations have been violated. This request must be filed within fifteen (15) days of the date the final decision should have been issued from DWD. The complaint should contain the following:

- 1) The full name, telephone number (if any), and address of the person filing the complaint;
- 2) The full name and address of the respondent against whom the complaint is made;
- 3) A clear and concise statement of the facts, including pertinent dates;
- 4) The provisions of the Act, regulations, grant or other agreements under the Act believed to have been violated;
- 5) A statement disclosing whether proceedings involving the subject of the request have been commenced or concluded before any Federal, State, or local authority, and, if so, the date of

2

such commencement or conclusion, the name and address of the authority and the style of the case; and statement of the date the complaint was filed with the Governor, the date on which the Governor should have issued a decision and an attestation that no decision was issued.

A request will be considered to have been filed when the Secretary receives, from the complainant, a written statement sufficiently precise to evaluate the complaint and the grievance procedure utilized by the State and the Statewide program operator.

DISCRIMINATION COMPLAINTS

All WIA recipients will not discriminate on any prohibited ground to: applicants, eligible applicants, applicants for employment, employees, and members of the public, including those with impaired vision or hearing, and unions or professional organizations holding collective bargaining or professional agreements with the recipient. Any person who believes that he/she/any class of individuals have been or is being subjected to discrimination and equal opportunity provision of WIA, or the accompanying regulations, may file discrimination complaints using the following procedure.

EQUAL OPPORTUNITY IS THE LAW

All WIA Customers are prohibited from discriminating based on the grounds of race, color, religion, sex, age, national origin, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in WIA, as amended, in admission or access to, opportunity or treatment in, or employment in the administration of or in connection with, any WIA-funded program or activity. If you think that you have been subjected to discrimination under the WIA-funded program or activity, you may file a complaint within 180 days from the date of the alleged violation with the with the Administration's Equal Opportunity (or the person designated for this purpose), or you may file a complaint directly with the Director, Civil Rights Center (CRC), Room N-4123, 200 Constitution Avenue NW, Washington, DC 20210. The DWD Equal Opportunity Officer can assist complainants in filing with the Directorate of Civil Rights.

If you elect to file your complaint with DWD, you must wait until they issue a decision, or until sixty (60) days have passed, whichever is sooner, before filing with DCR (address above). If DWD has not provided you with a written decision within sixty (60) days of the filing of the complaint, you need not wait for a decision to be issued, but may file a complaint with DCR within thirty (30) days of the expiration of the sixty (60) day period. If you are dissatisfied with DWD's resolution of your complaint, you may file a complaint with DCR. Such complaint must be filed within thirty (30) days of the date you received notice of DWD's proposed resolution.

LABOR STANDARD COMPLAINTS

Complainants may a) exhaust the noncriminal administrative process by submitting the complaint directly to DWD for review and disposition within sixty (60) days, or b) submit the grievance to a binding grievance procedure if a collective bargaining agreement covering the parties so provides. If sixty (60) days expire with no decision, or an adverse decision is rendered, the complaint may be submitted to the Department of Labor (DOL), which may change, reverse, or issue a final decision.

NON-WIA REMEDIES

Complaints may be filed against a state, local area or other subrecipients for violations of WIA and a federal, state, or local law with respect to a non-WIA cause of action. The complainant may institute a civil action or pursue other remedies authorized under federal, state, or local law without exhausting these administrative grievance procedures.

3

CRIMINAL COMPLAINTS

Complaints alleging criminal fraud, waste, abuse, or other criminal activities must be filed directly and immediately with the Office of Inspector General-Investigations, 200 Constitution Avenue NW, Washington, D.C. 20510-55514. The Employment and Training Administration must be copied on all complaints that are files alleging fraud, waste, abuse, or other criminal activities. The Hotline number is 1-800-347-3756. The WIB Administrator and DWD Equal Opportunity Officer can assist in reporting to the Office of Inspector General.

PROHIBITION AGAINST REPRISAL

No person, organization, or agency may discharge or in any other manner discriminate or retaliate against any person, or deny to any person, a benefit to which that person is entitled, because such person has filed any complaint, instituted, or caused to be instituted any proceedings under or relating to the Act, has testified, or is about to testify in any proceedings or investigation, or assisted in any investigation.

CONFIDENTIALITY OF INFORMATION

The identity of any person who has furnished information relating to or assisting in the investigation of a possible violation of the Act, shall be kept confidential to the extent possible, consistent with the need to conduct a fair review of the issues.

ACKNOWLEDGEMENT OF RECEIPT

For customers, training sites and staff: Please sign, detach and return.

This is to be placed in customer, training site, or personnel file.

I have received a copy of the Northwest Workforce Investment Board

Complaint/Grievance Procedure, have been given an opportunity to ask questions, and fully understand the procedure.

Signature

Date

Signature of Staff Issuing Pamphlet

NORTH WEST WORKFORCE INVESTMENT BOARD

Procedures For Complaint or Grievance

A Guide for Customers

Northwest Region Workforce Investment Board

North Central Missouri College

912 Main

Trenton, Missouri 64683

EEO Officer – Sharon Barnett

Attachment 5

Planning Budget Summary

Northwest Region

PY 05

Workforce Investment Act Local Allocations:	Title I-B Adult	\$109,399.00
	Title I-B Dislocated Worker	\$201,794.00
	Title I-B Youth	\$580,172.00

Grand Total Local WIA Allocations: **\$891,365.00**

Grand Total Local Administration (10% maximum) \$ 89,136.00

Grand Total Title I-B Adult Non-Admin \$ 98,459.00

Grand Total Title I-B Dislocated Worker Non-Admin \$181,615.00

Grand Total Title I-B Youth Non-Admin \$522,155.00

Program Services In School Youth \$254,551

Program Services Out of School Youth 137,066

Summer EO In School Youth 84,850

Summer EO Out of School Youth 45,688

GRAND TOTAL.....\$891,365.00

(must equal GT Local WIA Allocations above)



Planning Budget Summary

Northwest Region

FY 06

Workforce Investment Act Local Allocations:	Title I-B Adult	\$421,909.00
	Title I-B Dislocated Worker	\$495,624.00
	Title I-B Youth	\$

Grand Total Local WIA Allocations: **\$917,533.00**

Grand Total Local Administration (10% maximum) \$ 91,753.00

Grand Total Title I-B Adult Non-Admin \$379,718.00

Grand Total Title I-B Dislocated Worker Non-Admin \$446,062.00

Grand Total Title I-B Youth Non-Admin \$

Program Services In School Youth \$0

Program Services Out of School Youth 0

Summer EO In School Youth 0

Summer EO Out of School Youth 0

GRAND TOTAL.....\$917,533.00

(must equal GT Local WIA Allocations above)

Attachment 6

Memorandum of Understanding

Northwest Region One-Stop Delivery System

Introduction/Duration (requirement 4)

This memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration by the Northwest region Local Workforce Investment Board, hereafter referred to as “the WIB” and the One-Stop Delivery System signatory partners, hereafter referred to as “the One-Stop partners” to describe how their various funding streams and resources will be utilized to better serve their mutual customers, both job seekers and businesses, through an integrated system of service delivery operated at one comprehensive site, two affiliated sites, thirteen satellite sites and a rural delivery system. It is understood that the development and implementation of these Centers will require mutual trust and teamwork between the One-Stop partnering agencies, all working together to accomplish the shared goals. It is further understood that respect and appropriate use of customer’s personal data is a requisite for partner participation in the workforce development system and through the use of Toolbox when dual case managing customers with partnering agencies. Through their signature on the Memorandum, all partners agree to the Oath of Confidentiality, included as Attachment 10.

This agreement is entered into on June 1, 2005, and becomes effective July 1, 2005. All partners retain the right to request a modification to this Memorandum or its related agreements. Requests for Modification must be made in writing to the WIB, whose decision is final. Partners may terminate their participation in this agreement with 60 days written notice. The WIB reserves the right to immediately terminate the participation of any partner with cause. This agreement shall terminate on June 30, 2007.

Mission Statement

The Workforce Development System is a team of dedicated individuals working for the continuous improvement of Missouri’s workforce. The goal of the Workforce Development System is to provide high quality services to Missouri’s workforce. This will be attained through the establishment of standards that demand excellence and the building of a solid foundation for lifelong partnerships, learning workplace skills and citizenship, sharing best practices, providing individualized support and services to consumers, and creating a system that fosters teamwork and personal and professional growth.

Mission Statement – The Workforce Investment board of Northwest Missouri is an appointed group of community leaders responsible for developing and directing employment-related opportunities. Our goal is an economically self-sufficient, productive, and skilled workforce through partnerships with the community, business, and the workforce.

Structure and Management

The structure of the workforce development system is clearly described in the five-year plan, but has as its basis the following service delivery mechanisms:

One-Stop Workforce Development Center – St. Joseph, MO: This center will meet the minimum requirements of “full time access to all partner services” and will also

be fully accessible to individuals with disabilities. All core services will be available here, as well as access to intensive and training services.

Affiliate Workforce Development Centers – Maryville and Trenton, MO: These centers will provide access to at least six partners' core services, as well as access to intensive and training services

Network of thirteen satellite sites – Tarkio, Albany, Mound City, Grant City, Savannah, Plattsburg, Cameron, Maysville, Bethany, Brookfield, Chillicothe, Unionville, and Milan, MO: These sites will provide information and access to many of the partners' core services, and will serve as a "point of delivery" site for many of the partners' intensive and training services.

Rural Delivery System - Many partner services will be delivered to customers using the network of satellite sites, directly to their homes, community centers, libraries, city halls, schools, etc.

It is understood by all partners that workforce development programs/services shall be provided through this Workforce Development System. The Partners will work together to develop and maintain the overall Workforce Development System including: joint case management through Toolbox, integration of services, continuous improvement activities, customer services assessment, joint performance reporting systems and financial analysis to determine the total cost of the system. Ultimate responsibility for reporting, performance, and other financial planning/allocation will continue to be the responsibility of each individual Partner. Each partner will work with other partners to meet Federal Accountability Standards (Attachment 1) for their respective funding sources. Customers co-enrolled in programs will be tracked through customer service questionnaires, customer staffings, emails, phone calls, letters, and Toolbox.

Service Delivery Methodologies (requirement 1)

Core services at the One-Stop will be available through the resource center with staff available to assist with the following: computer usage for job search and employment statistics, initial assessment, outreach, intake and orientation, information on educational institutions, provision of performance information and program cost information on eligible providers of training services, information regarding Labor Market Information, information relating to the availability of support services, information regarding filing claims for unemployment compensation, assistance in establishing eligibility for Career Assistance Program (CAP) activities and programs of financial aid for training and education not funded under the act, and follow up services for participants who are placed in unsubsidized employment for not less than 12 months. Access to at least six core services will be offered at the Affiliate Sites.

The driving force behind the development of the One-Stop for workforce development is to improve the availability, quality, and relative cost of services. Further, it is recognized by all partners that physical co-location is not always the best way to meet such objectives. Each partner has selected one of the following methodologies for service delivery within the system:

- The **triage approach** will be used throughout the Workforce Development System.

Using the Customer Services Questionnaire (CSQ) (Attachment 2) or the Missouri Services form currently under development, Toolbox (SAR and Tire records), the All Services Form (Attachment 3) or a similar instrument (intake form, information sheet, etc.), critical information is gathered from the customer, which facilitates appropriate initial referrals. All partners agree to participation in the triage referral system.

- **Full-time physical co-location of staff** – This means that there would be a full-time presence of this partner in the One-Stop or Affiliate Center, and that this partner would thereby agree to provide for the expenses related to their presence in the Center including space, utilities, office equipment, and/or shared functions:

Community Services Inc. of Northwest Missouri Adult, Dislocated Worker, and Youth Services -NW
 Department of Economic Development / Division of Workforce Development-Veteran's Programs-ABCD
 Department of Economic Development /Division of Workforce Development- Wagner Peyser-ABCD
 Department of Economic Development /Division of Workforce Development-Parent's Fair Share-ABCD
 Department of Economic Development/Division of Workforce Development - Job Corps-ABCD
 Department of Social Services/Family Support Division - ABCD
 Community Action Partnership of Greater St. Joseph, WIA Title 1 Adult, Dislocated Worker, and Youth Services – ABCD
 St. Joseph School District, Adult Education and Literacy-ABCD

- **Part-time physical co-location of staff** – This means that there would be Partner staff at the One-Stop of Affiliate Center on a part-time basis (i.e. half-days, two days a week, etc.) A cost sharing agreement will be in place for the use of space and related expenses only for the portion of time the space is used. Part-time physical co-location of staff may in some cases, be supported by service bartering rather than actual reimbursement of expenses:

Department of Economic Development / Division of Workforce Development – Veteran's Programs –GH
 Department of Economic Development / Division of Workforce Development – Wagner Peyser – GH, NW
 Department of Economic Development /Division of Workforce Development-Parent's Fair Share- GH, NW
 Department of Economic Development/Division of Workforce Development - Job Corps-GH, NW
 Department of Elementary and Secondary Education / Division of Vocational Rehabilitation – ABCD, GH, NW
 Green Hills Community Action Agency –GH
 Green Hills Regional Planning Commission – GH
 Northwest Missouri Regional Council of Governments –NW
 Experienced Worker –GH, NW

- **Satellite site participation** –This means that the partner utilizes the network of satellite sites for the ongoing delivery of services, and could include; regularly planned staffing, providing print or media resources, employer services such as candidate screening / interviewing, or could simply be arranging to meet customers at one or more of the satellites sites.

Chambers of Commerce – ABCD, GH, NW
 Community Action Partnership of Greater St. Joseph-ABCD
 Community Services Inc. of Northwest Missouri – NW
 Department of Economic Development – Business Attraction and Expansion – ABCD, GH, NW
 Department of Economic Development / Division of Workforce Development – Veteran's Programs – ABCD, GH, NW
 Department of Economic Development / Division of Workforce Development – Wagner Peyser – GH
 Department of Economic Development /Division of Workforce Development-Parent's Fair Share-ABCD, GH, NW
 Department of Elementary and Secondary Education / Division of Vocational Rehabilitation – ABCD, GH, NW
 Department of Economic Development/Division of Workforce Development - Job Corps-GH, NW, ABCD
 Department of Social Services / Family Support Division – ABCD, GH
 Green Hills Community Action Agency –GH
 Green Hills Regional Planning Commission -GH
 Experienced Worker – ABCD, GH, NW
 Northwest Missouri Regional Council of Governments – NW

- **Satellite site support** – This means that the Partner provides some type of financial support to one or more of the satellite sites such as space, utilities, equipment or staff.

Brookfield Area Career Center – GH
 Community Action Partnership of Greater St. Joseph-ABCD
 Community Services Inc. of Northwest Missouri – NW
 Department of Economic Development / Division of Workforce Development – Wagner Peyser – ABCD, GH, NW
 Green Hills Community Action Agency – GH

- **Structured Referral (requirement 3)** – This means that the Partner would agree to receive referrals, either by telephone, email, letter, FAX, or in person. By agreement to this referral system, the partner would provide programs/services and would also provide feedback to the referring Center (or other system element) to facilitate customer follow-up. A format will be developed to standardize such feedback. All partners agree to participation in the structured referral system.

In addition to the above service methodologies, our partners have Toolbox access at various levels. Due to the need for access, levels have been established. Many non WIA and DWD partners will have read-only access which will allow them to review activities, and information and make case notes. Toolbox will be able to assist in the dual case management of customers between partnering agencies. This is a great asset to our customers as no matter which door they enter, staff will be able to move forward with them and not repeat referrals or services already rendered.

By signing this MOU, partner s agree to abide by the use of confidentiality in utilizing Toolbox and any other information generated by any of the partners.

Services to be Provided

The following are the agencies that will form the One-Stop System, along with their various services and funding resources that each will bring to the operation:

Agencies	Services	Revenue Source
Brookfield Area Career Center, Chambers of Commerce, Community Services Inc. of Northwest Missouri, Department of Economic Development: Business Attraction and Expansion, Division of Workforce Development, Department of Elementary and Secondary Education; Division of Vocational Rehabilitation, Department of labor and Industrial Relations: Unemployment Compensation, Department of Social services: Child Support Enforcement and Family Support Division, Community Action Partnership of Greater St. Joseph, Grand River Technical School, Green Hills Community Action Agency, Green Hills Regional Planning Commission, Experienced	Services include access/referral to all services included in core, intensive, training and follow-up services	Wagner-Peyser, Veterans Program, CAP (TANF), WIA, CSBG, DESE, Title V, VR, Job Corps, RMI, Parents Fair Share

Worker, Hillyard Technical Center, Maryville R-II School District Adult Education and Literacy, Missouri Western State College, Senior Community Service Employment, North Central Area Vocational Technical School, North Central Missouri College, North Central Missouri College: Adult Education and Literacy, Northwest Missouri State University, Northwest Missouri Regional Council of Governments, Northwest Technical school, Resources for Missouri Inc., St. Joseph School District: Adult Education and Literacy		
---	--	--

The manner in which services are coordinated varies by subregion, and is briefly described below:
Green Hills Subregion: (nine rural counties) – Customers accessing the workforce development system through the Affiliate Center in Trenton are provided an initial assessment utilizing the Affiliate Center’s intake form. Services are delivered throughout the rural nine county region via the Rural Delivery System model. Staff utilizes the satellite sites as well as other sites such as community centers, libraries, customer homes, city halls, to deliver services throughout the region.

Northwest Subregion: (five rural counties)

The Affiliate Center is located in Maryville, MO, and the office hours are Monday through Thursday, 8:00am-6:00pm, and Friday, 8:00am-4:30pm. Customers entering the Missouri Career Center (MCC) are asked to complete a “Customer Service Questionnaire”. Staff verifies registration to Great Hires and when applicable, a SAR record is created or updated. Staff also views the customers “TIRE” record in Toolbox to prevent duplication of services and to make needed referrals. Staff then provides more information of the services requested and if appropriate delivers services requested. If the job seeker is familiar with the job search website, they utilize it on their own. If they need assistance then it is provided. For individuals needing to file for unemployment, they are able to do their initial and weekly claims at our office. If they need assistance utilizing the computer, assistance is provided. When applicable, staff posts job referrals to clients’ GreatHires record.

Customers coming into the MCC are given customer choice. The customer is always an active participant in the decision-making process. Customers are informed of other services so dual enrollment can occur. Dual enrollment is a necessary tool to ensure customer success. Through the GreatHires website customers are provided all its attributes, such as: job postings, unemployment claim filing, and LMI. Staff’s goal is to ensure that customer needs are met. The Choices program has been downloaded to all Resource Room computer stations so individuals can investigate

educational institutions and career pathways. Cortez Peter's software is provided so individuals can upgrade their typing skills and/or do typing assessments. Resume templates are an important resource for our area. With this tool many customers have been able to create professional and competitive resumes and cover letters.

Brochures, posters, and matrix detailing partner agencies are provided in the Resource Room for customers. From face-to-face contact with staff, customers are informed and referred to eligible services. Handouts are given to assist them in following through with needed services. Referrals are made by phone, email, or a referral form (Attachment 4). For individuals that apply to the Title 1 program an Orientation of Services is provided at the initial meeting. By utilizing the Case History section and other attributes of Toolbox 'real-time', staff keeps customer records updated on services received.

Title 1 and Career Assistant Program services are delivered to residents of Atchison, Gentry, Holt, and Worth Counties by utilizing the Satellite Sites within their counties and the Rural Delivery System.

Customer service provided to businesses is also done from this office. Title 1 staff enters job orders to the GreatHires website to help employers find qualified applicants. Businesses utilize our office for applicants to complete applications when needed. When this service is needed, staff ensure that job seekers are registered to GreatHires and appropriate referrals are made. Interview space is provided for the interview process when needed. Referrals are made to the Business Service Representative when businesses have questions concerning Great Hires and when applicable. For both the job seeking and business customer staff enters data into the 'Case History' sections to keep customer records updated.

ABCD Subregion: (four counties surrounding St. Joseph) – This region is the location of the Northwest Region One-Stop. The physical location of the One-Stop is in Buchanan county with satellite offices in Andrew, Clinton and DeKalb counties. The One-Stop operator is a consortium composed of all the partners. It has oversight responsibility for the management of the One-Stop Center; the actual operations are delegated to the Community Action Partnership Employment and Training Director (current WIA Title I Operator). In addition to the Operation Manager, there is also a Facilities Manager. A Wagner-Peyser staff person named by DWD fills this position. (This One-Stop is located in a state owned building.) Office hours will be Monday to Thursday, 8am – 6pm, Friday 8am – 5pm and by arrangement. The center is completely ADA accessible. A number of assistive technology items are available for customers with disabilities.

Communication between/among partners will be maintained both formally and informally. Formal communication will occur with the scheduled meetings and any special meetings held. This communication will involve overall operation of the center. The Operations Manager will monitor day to day operations. Personnel issues will be discussed with the partner(s) concerned and if resolution is not forthcoming, a special meeting may be called or if a scheduled is eminent, it will be used to look at resolution. Direct supervision of staff shall remain with respective program staff; supervisors agree to confer with the Operations and/or Facilities Manager to resolve issues of concern.

Proposals/efforts considered by the consortium will be submitted to the Northwest area staff for review and submission to the Workforce Investment Board (WIB) for review and approval prior to any action. To keep the WIB and the management team up to date, monthly reports are submitted to the WIB staff.

At the One-stop, core services will be offered in the resource area, with ongoing assessment to determine if these services are meeting customer needs. By implementing the CSQ, interviewing customers, using triage desk services, and observing resource area usage, staff will be able to evaluate whether the core services have met or are meeting the customers' needs. At the One-Stop, staff providing services guide customers to all services that may be of value to them in seeking employment (attachment 7) thus providing integration of services. Customers are encouraged to be enrolled in as many programs as possible to provide the most comprehensive services. Areas include youth services, employer services, adult services, case management and support services and center support services.

Customers will access services utilizing the CSQ, (or the Missouri Services form currently under development), orientation presentations and the detailed "All Services" form. This will be done to ensure that the triage process contains all the necessary triggers to facilitate appropriate initial assessment and referral to all partner services. It will also ensure that co-enrollments are considered. The Workforce Development System will be marketed through the use of the all Services form. Additionally, the Chamber of Commerce will distribute articles and information through its various publications. Marketing will also continue through newspaper advertisements, press releases, billboards, PSAs, rapid response meetings and other community events.

Referrals (requirement 3)

Referrals will be handled through the CSQ and All Services form process. The individual customer will have a copy of the forms when going to appointments or accessing services within the One-Stop system. Each staff person working with the customer will use the copy to document follow-up.

At the One-stop Center, the facilities and operations managers meet regularly, and front line staff meets bi-weekly to assess service delivery, customer service, obtainment of outcomes, customer satisfaction (customer satisfaction form – Attachment 5) and integration concerns. The consortium meets monthly to review front line staff input and discuss the same issues. Special meetings may be called with any or all partners to address specific concerns.

Business Services Team

A business services team has been formed to draft a plan of how business services will be delivered in our area (MOU attachment 9). The team meets regularly to implement the strategies.

Activities with the business community are coordinated through the Single Point of Contact Committee. Since more than one of the partners will be making business contacts, contacts will be coordinated to facilitate “seamless services” to businesses through regular single point of contact meetings. A team approach will be used and each member will be responsible for meeting with businesses, describing all our services and the ways we can work with them on employee recruitment and retention. We will also use this area to provide input to the partners as to potential areas of improvement for business customer service.

Youth services

All ten elements of youth services are offered throughout the region by partnering with schools, community agencies and youth organizations. A Future Search conference held last June has provided prioritized goals for youth activities throughout our eighteen county region. It is the task of the Youth Council to determine progress toward those established goals, evaluate programs and providers, review activities, and to serve in an advisory capacity to the Workforce Investment Board. The Youth Council plans a Youth InfoShare Convention in October 2005.

Funding costs of services and operating costs (requirement 2)

Funding for satellite and affiliate sites is determined by proportionate usage, while funding of the One-Stop Center is determined by station. Partners who are unable to contribute actual dollars contribute supplies, staff, equipment, and other items needed by the center. A matrix of funding is attached (Attachment 6).

Dispute Resolution

- A. Conflicts and grievances of customers of the Missouri Career Center will be the responsibility of the partner providing the service or, in the case of shared customers, the partners providing the service.
- B. The Board will resolve any unresolved dispute or disagreement between the partners.

Workforce development partners indicate their involvement in the development and continued support in the implementation of this Memorandum of Understanding by their attached signatures. This agreement has the full approval of the Northwest Missouri Workforce Investment Board. Further, as specified in the Chief-Elected Officials Agreement, the signature below of the Chair of the Chief-Elected Official Coordinating Committee represents their concurrence with this Memorandum of Understanding between the workforce development partners in the Northwest region.

Kent Osborn, Chair
Northwest Workforce Investment Board

Date

Presiding Commissioner Eve Danner, Chair
Chief-Elected Officials Coordinating Committee

Date

By my signature below, and on behalf of the WIA partner I represent, we willingly enter into this agreement for the delivery of workforce development services in the Northwest Region of Missouri.

Organization/Agency

_____ Name	_____ Title	_____ Date
---------------	----------------	---------------

(individual signature pages for all 27 Norwest Region workforce development partners are on file with Anita Henry)

MOU TABLE OF ATTACHMENTS

Attachment 1	Federal Accountability Standards
--------------	----------------------------------

Attachment 2	Customer Service Questionnaire
Attachment 3	All Services Available
Attachment 4	Northwest Sub-region referral form (*side note-we mainly use email and phone conversations and document in Toolbox.)
Attachment 5	Career Center Customer Satisfaction
Attachment 6	Cost Allocation
Attachment 7	Career Center Customer Flow Chart
Attachment 8	Northwest Missouri Self Sufficiency Definition
Attachment 9	Business Services Outreach and Marketing Plan
Attachment 10	Confidentiality Policy and Oath of Confidentiality

Attachment 8a

Letter of Agreement
Between: Northwest Region Chief-Elected Officials
Northwest Workforce Investment Board

North Central Missouri College

THIS AGREEMENT, is entered into July 1, 2005, by and between the aforementioned parties: the Chief-Elected Officials in the eighteen northwest Missouri counties, the Northwest Workforce Investment Board, and North Central Missouri College.

WHEREAS the Governor of the State of Missouri has designated eighteen counties of Missouri (Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrison, Holt, Mercer, Nodaway, Linn, Livingston, Putnam, Sullivan, and Worth) as the Northwest region under the provisions of Public Law 105-220, The Workforce Investment Act of 1998; and

WHEREAS the Northwest Chief-Elected Officials have entered into a joint agreement to fulfill their responsibilities under Public Law 105-220, The Workforce Investment Act of 1998; and

WHEREAS Public Law 105-220, The Workforce Investment Act of 1998, Section 117(d)(3)(B)(i)(II) stipulates that the Chief-Elected Officials may designate an entity to serve as the local grant subrecipient; and

WHEREAS Public Law 105-220, The Workforce Investment Act of 1998, Section 117(d)(3)(B)(ii) stipulates that the local Workforce Investment Board may hire staff, and

WHEREAS 20 CFR 661.300(c) stipulates that the Local Chief-Elected Officials and the Workforce Investment Board may enter into a written agreement that describes the respective roles and responsibilities of the parties;

NOW THEREFORE, the Chief-Elected Officials and the Workforce Investment Board do hereby jointly agree to designate North Central Missouri College as the local grant subrecipient. As such, they shall provide appropriate staff to the Workforce Investment Board, and serve as the fiscal agent for all funds received under the auspices of the Workforce Investment Act. The following provisions shall apply in the execution of this agreement.

1. This Agreement is subject to all terms and conditions of Public Law 105-220, The Workforce Investment Act of 1998, and 20 CFR Part 652 and 660 through 671, and any amendments or revisions thereof. By this reference, these documents are incorporated herein as if fully written. In the event of any conflict between the terms and conditions of this Agreement, and those of the law/regulations, the latter shall prevail and govern the performance of all parties.

2. North Central Missouri College shall assume all responsibilities and functions of the local grant subrecipient. As such, they shall assume all liability connected with funds received under the Workforce Investment Act. Further, they hereby agree to maintain adequate coverage for Directors and Officers Liability Insurance (Errors and Omissions) for the Workforce Investment Board and its staff, bonding, general liability, and property insurance. The College agrees to repay any and all expenditures determined to be unallowable.

3. North Central Missouri College has the right to delegate this responsibility in subcontractual agreements, contracts with One-Stop Operators, or in the Memorandum of Understanding among Workforce Development partners. All subcontracts for services shall require this assumption of liability. The College maintains the right to take legal action against such parties if they should refuse or fail to assume this responsibility, in order to recover the unallowable or mis-expenditure of funds, as well as the cost of litigation to recover such funds.

4. While the liability for misuse of funds is passed on to the grant subrecipient, and in turn on to the program contractors, it does not detach the ultimate liability from the Chief-Elected Officials. In the event of misuse of funds, the responsible entity will be the first accountable for repayment. If, for any reason, there is a liability above the program contractor or subgrant recipients' ability, the Chief-Elected Officials liability shall be apportioned based on each county's level of participation in the specific disallowed cost. If the liability is a generalized debt for the eighteen-county area, the liability to each county shall be proportionate to the number of participants served in that county for the same year in which the misuse of funds occurred.

5. North Central Missouri College shall provide and perform all services necessary as the fiscal agent, including the receipt and disbursement of funds appropriated to this Area under Public Law 105-220, the Workforce Investment Act of 1998. Such activity shall be at the policy direction of the Workforce Investment Board, with the approval of the Chief-Elected Officials. Further, it is understood that North Central Missouri College is authorized to charge allowable expenses for such work, including indirect costs not to exceed 10% of the approved administrative budget.

6. North Central Missouri College shall provide qualified staff to adequately perform all management and administrative functions for the Workforce Investment Board. Such functions may include, but are not limited to: Planning, Development/Maintenance of (MOU), Memoranda of Understanding between One-Stop Partners, Contract Selection and Management, Act as or Designate One-Stop Operator(s), Information and Technology Management, Consumer Communications, serve as a Liaison to the Division of Workforce Development, Department of Economic Development, State of Missouri, and any other required services. It is expressly agreed by all parties, that staff dedicated to any function of the Workforce Investment Board shall not have other conflicting training-related duties assigned by North Central Missouri College. Further, it is understood that North Central Missouri College is authorized to compensate staff from funds received under the Workforce Investment Act.

7. The Chief-Elected Officials hereby recognize the lead role of the Workforce Investment Board in the following functions which require their agreement:

- Development of Local Plan
- Designation/Certification of One-Stop Operators
- Development of Memorandum of Understanding with all One-Stop Partners
- System Oversight
- Budget
- Negotiate Local Performance Measures

8. This agreement shall be amended only by written mutual consent of all parties, and until such amendment, this agreement is binding. North Central Missouri College retains the right to cancel this contract immediately for cause, or due to discontinuation or significant reduction in funding. Any one of the three interested parties may cancel this agreement upon 120 days written notice to the other two parties.

Execution of this agreement completed _____:

Chair, Workforce Investment Board

**Presiding Commissioner and Chair
Chief-Elected Officials Coord. Committee**

**Presiding Commissioner and Member
Chief-Elected Officials Coord. Committee**

**President, Board of Trustees
North Central Missouri College
Committee**

**Presiding Commissioner and Member
Chief-Elected Officials Coord.**

**Presiding Commissioner and Member
Chief-Elected Officials Coord. Committee**

Attachment 8b

Agreement of the Northwest Region Chief-Elected Officials

In Regard to Responsibilities Outlined in Public Law 105-220:

The Workforce Investment Act of 1998

This joint agreement, by and between, the chief-elected officials in the following eighteen counties of Northwest Missouri, is for the purpose of fulfilling responsibilities described in Public Law 105-220 and resultant regulations; (20 CFR Part 652 and 660 through 671).

ABCD Subregion

Andrew County
Buchanan County
Clinton County
DeKalb County

Green Hills Subregion

Caldwell County
Daviess County
Grundy County
Harrison County
Linn County
Livingston County
Mercer County
Putnam County
Sullivan County

Northwest Subregion

Atchison County
Gentry County
Holt County
Nodaway County
Worth County

I. Chief-Elected Officials Coordinating Committee

On an annual basis, the Chief-Elected Officials shall caucus to select a lead official from each of the three substate regions (see above), and an official at-large to serve as Chairperson. These four officials shall comprise the Chief-Elected Officials Coordinating Committee, whose functions will be described throughout this agreement.

(1)

II. Local Workforce Investment Board Appointment *(PRIMARY RESPONSIBILITY)*

The eighteen Chief-Elected Officials are equally responsible for the structure and on-going appointment of the Northwest Workforce Investment Board. However, the Chief-Elected Officials Coordinating Committee, or the Chair of such; has the authority to review/approve all appointments to the Workforce Investment Board and therefore, must sign the attestation form submitted for certification. The Board itself shall be certified by the Governor every two years. The membership structure, depicted below, is in alignment with WIA Section 117(b) and CFR 661.315.

A majority of the members of the Board shall be business representatives, and the Chair shall be a business representative. All Workforce Investment Board terms are for a five-year period commencing on the first day of July. Whenever a change in membership of the Workforce Investment Board occurs, written notification of the new member's appointment shall be submitted to the Division of Workforce Development no later than five days after their appointment. Such notification shall be signed by the Chair of the Chief-Elected Officials Coordinating Committee.

A. Business Representatives shall be:

- 1) owners of business,
- 2) chief-executive or operating officers, or
- 3) business executives or employers with optimum policy-making or hiring authority.

They must represent businesses with employment opportunities that reflect the employment opportunities in the eighteen-county area. They are appointed by the Chief-Elected Official in their county from among nominations submitted by local business organizations and business trade associations in their county.

Nomination Process - Letters soliciting nominations for business representatives will be sent to Chambers of Commerce in the county. If there is no Chamber of Commerce in the county, nominations will be solicited from Rotary Clubs, Industrial Development Associations, Community Betterment Associations, Farm Bureaus, or other general purpose business organizations. Upon receipt of nominations from the local business organization(s), the Chief-Elected Official shall select a nominee for appointment, and shall submit such appointment, in writing, to the Chairperson of the Chief-Elected Officials Coordinating Committee.

B. Public Representatives shall be representatives of education, labor, community-based organizations, economic development, and One-Stop partners (as defined in WIA Section 121(b)). They must be individuals with optimum policy-making authority within the organization, agency, or institution they represent. They are appointed by the Chief-Elected Officials Coordinating Committee, from among individuals nominated by the organization, agency, or institution they represent.

Nomination Process - Letters soliciting nominations for public representatives will be sent to the organization, agency or institution they will represent:

REPRESENTATIVE**NOMINATIONS FROM:**

- | | |
|--|--|
| 1.-3. WIA Title I Operators (1/Subregion)... | current operators of WIA Title I program/subregion |
| 4. Wagner Peyser/TAA/Veterans | MO DED, Division of Workforce Development |
| 5. Adult Education/ Literacy..... | Adult Basic Education/ Literacy service providers |
| 6. Vocational Rehabilitation..... | MO DESE, Division of Vocational Rehabilitation |
| 7. TANF..... | MO DSS, Family Support Division |
| 8. Older Worker Title V..... | current operators of Title V programs in Area 1 |
| 10. Community Services Block & Grant..... | Community Action Agencies in Area 1 |
| 11. Unemployment Compensation..... | MO DOLIR |
| 12. Education..... | Community Colleges or Universities |
| 13. Education (includes Perkins)..... | School Districts (K-12) |
| 14. Labor..... | local labor federations in Area 1 (if unable to secure |
| 15. Labor..... | adequate nominations through this method, local labor |
| | unions may be solicited for nominations) |
| 16. Community-Based Organization..... | community-based organizations |
| 17. Community-Based Organization..... | community-based organizations |
| 18. Economic Development..... | public economic development entities, including |
| | municipalities, Industrial Development Corporation, |
| | Regional Planning Commissions, etc. |
| 19. Economic Development..... | Chambers of Commerce in Area 1 |

In several cases, nominations will be singular, particularly in regard to state agencies whose nomination would reflect the "individual with optimum policy-making authority". Nonetheless, the Chief-Elected Officials Coordinating Committee shall make appointments from nominations received for each of the respective public representatives. As much as possible, appointments for public representatives will be made in such a way to maintain a geographical balance in representation from the three subregions.

III. Local Grant Recipient for Funds Allocated to Area 1 (PRIMARY RESPONSIBILITY)

According to Section 117(d)(3)(B)(i) of the Workforce Investment Act, the Chief-Elected Officials shall serve as the local grant recipient. As such, they are liable for any misuse of grant funds. In order to assist in the administration of these grant funds, the Chief-Elected Officials have the right to designate an entity to serve as a local grant subrecipient for these funds.

The Northwest Chief-Elected Officials have designated North Central Missouri College as the local grant subrecipient and fiscal agent. This designation will be formalized in a Letter of Agreement, signed on behalf of the Chief-Elected Officials by the Chief-Elected Officials Coordinating Committee, and on behalf of North Central Missouri College by the President of the Board of Trustees. This agreement will stipulate that North Central Missouri College:

- *assumes all liability connected with these funds,
- *assumes all responsibilities and functions of the local grant subrecipient,
- *will maintain adequate coverage for:

- Directors and Officers Liability Insurance (Errors and Omissions)
- Bonding
- General Liability

*will require that any contract for expenditure of local workforce investment funds contain a clause for assumption of liability for such funds.

*will affirm that staff assigned to work with the Workforce Investment Board have no conflicting duties in any other training-related college employment.

While the liability for the misuse of grant funds is passed on to the grant subrecipient, and in turn on to Workforce Investment program contractors, it does not detach the ultimate liability from the Chief-Elected Officials.

In the event of misuse of funds, the responsible entity will be the first accountable for repayment. If a Workforce Investment program contractor is unable to satisfy the debt, responsibility will revert to North Central Missouri College. If, for any reason, there is a liability above the grant subrecipient's ability, the Chief-Elected Officials liability shall be apportioned based on each county's level of participation in the specific disallowed cost. If the liability is a generalized debt for the entire eighteen-county area, the liability to each county shall be proportionate to the number of participants served in that county for the same year in which the misuse of funds occurred.

Chief-Elected Officials shall be invited to every meeting of the Workforce Investment Board, and shall receive a summary of each Board meeting's actions. As further specified in Section VII and Section VIII of this document, regular opportunities for ongoing monitoring and oversight will be available to the Chief-Elected Officials including individual, advance notification of activities in their county related to business closure or workforce reduction.

IV. Local Plan (PARTNERING RESPONSIBILITY)

According to Section 118(a) of the Workforce Investment Act, it is the responsibility of the Workforce Investment Board to develop and submit the local plan to the Governor, but it must be in partnership with the Chief-Elected Officials. Steps to be taken to ensure this partnership occurs are:

A. The Chief-Elected Officials Coordinating Committee will be invited to attend all meetings of the Workforce Investment Board Planning and Oversight Committee when the local plan is part of the agenda.

B. All Chief-Elected Officials will receive a draft of the plan developed by the Workforce Investment Board, or a committee thereof. Their input will be solicited.

C. All Chief-Elected Officials will be invited to attend the Workforce Investment Board meeting when local plan approval is a part of the agenda.

The partnership of the Chief-Elected Officials in the local plan will be evidenced by the endorsement signature of the Chair of the Chief-Elected Officials Coordinating Committee on the plan submitted to the Governor.

V. Designation and Certification of One-Stop Operators (*AGREEMENT*)

According to Section 121(d) of the Workforce Investment Act, the responsibility of designating and certifying One-Stop Operator(s) is assigned to the Workforce Investment Board, but with the agreement of the Chief-Elected Officials. Steps to be taken to ensure this agreement will be reached are:

A. The Chief-Elected Officials Coordinating Committee will be invited to participate in the meetings of the Executive Committee related to designation and certification of One-Stop Operators.

B. All Chief-Elected Officials shall receive notification of preliminary selection of the One-Stop Operator(s) and will have five working days to file a disagreement with the preliminary selection. If fewer than five (25%) of the Chief-Elected Officials disagree, the preliminary selection shall proceed to designation. If five or more Chief-Elected Officials disagree, the Executive Committee shall convene to make a new selection.

C. All Chief-Elected Officials shall be invited to attend the Workforce Investment Board meeting when the One-Stop Operator is to be designated.

The Chief-Elected Officials final concurrence with the designation and certification of One-Stop Operator(s) will be evidenced by the endorsement signature of the Chair of the Chief-Elected Officials Coordinating Committee.

VI. Memorandum of Understanding with One-Stop Partners (*AGREEMENT*)

According to Section 121(c) of the Workforce Investment Act, the Workforce Investment Board shall develop and enter into a memorandum of understanding (MOU) by and between the Board and the One-Stop partners concerning the operation of the One-Stop delivery system. The Chief-Elected Officials must agree to this MOU. The method for reaching agreement on the MOU is identical to the method described above in "V. Designation of One-Stop Operator".

The Chief-Elected Officials final concurrence with the MOU will be evidenced by the endorsement signature of the Chair of the Chief-Elected Officials Coordinating Committee.

VII. Oversight of One-Stop Delivery System (*PARTNERING RESPONSIBILITY*)

According to Section 117(D)(4) of the Workforce Investment Act, the Workforce Investment Board is responsible for oversight of the One-Stop delivery system in the local area in partnership with the Chief-Elected Officials. Steps to be taken to ensure this partnership occurs are:

A. At least annually, a meeting of the Chief-Elected Officials will be held. These meetings shall be scheduled to coincide with the initial oversight report for WIA Title I programs in the eighteen-county area. The Chief-Elected Officials will participate as a full partner in any corrective or continuous improvement actions adopted related to the oversight process.

B. An oversight tool shall be distributed to all Chief-Elected Officials on a quarterly basis that includes a description/level of services provided in each county for that quarter. This will allow each Chief-Elected Official to be cognizant of, not only their own county activity, but the activity of the entire workforce investment area. In addition, financial reports and outcome tracking will be available on a subregional basis.

C. Each Chief-Elected Official will be given individual, advance notification of activities in their county related to business closure or workforce reduction.

D. Each Chief-Elected Official will receive monthly information packets distributed to the Workforce Investment Board.

E. Should any significant issues arise in the administration or delivery of program services under Title 1 of the Workforce Investment Act, the Chief-Elected Officials Coordinating Committee shall be immediately notified. If such issue is confined to a subregion or individual county, the respective Chief-Elected Official(s) shall also be notified.

F. In addition to the above measures, the Workforce Investment Board and the Chief-Elected Officials Coordinating Committee may appoint joint oversight bodies as deemed necessary and prudent.

VIII. Workforce Investment Board Budget *(APPROVAL)*

According to Section 117(d)(3) of the Workforce Investment Act, the Workforce Investment Board is responsible for developing a budget, subject to the approval of the Chief-Elected Officials. Because this responsibility is fundamental to many of the other responsibilities delegated to the Chief-Elected Officials under the Workforce Investment Act; the Chief-Elected Officials, as a body, shall approve the annual budget developed by the Workforce Investment Board.

IX. Local Performance Measures *(PARTNERING RESPONSIBILITY)*

According to Section 136 (c)(2) of the Workforce Investment Act, the Workforce Investment Board, the Chief-Elected Officials, and the Governor shall negotiate and agree on local performance measures.

X. Other Responsibilities Related to Workforce Investment

In the course of managing/partnering with the Workforce Investment Board, the One-Stop Operators, One-Stop partners, and the Youth Council, additional responsibilities and obligations may arise. The Workforce Investment Board and the Chief-Elected Officials shall, as full partners in the Workforce Investment endeavor, together take such actions or make such decisions, as is deemed prudent and necessary for the effective operation of the workforce development system in Area 1.

XI. Open Meetings Compliance

The Chief-Elected Officials hereby stipulate that all meetings of the Chief-Elected Officials, their Coordinating Committee, and the Workforce Investment Board shall be in compliance with Chapter 610 RSMO, otherwise known as the Sunshine Law.

Effective July 1, 2005;

Eva Danner, Chair – Chief-Elected Officials Coordinating Committee
Livingston County Presiding Commissioner

Dick Lippold, Member - Chief-Elected Officials Coordinating Committee
DeKalb County Presiding Commissioner

Wayne Voltmer, Member - Chief-Elected Officials Coordinating Committee
Holt County Presiding Commissioner

Charlie Fowler, Member – Chief-Elected Officials Coordinating Committee
Putnam County Presiding Commissioner

Larry Atkins, Andrew County Presiding Commissioner

Marlin Logan, Atchison County Presiding Commissioner

Tom Mann, Buchanan County Presiding Commissioner

Dale Hartley, Caldwell County Presiding Commissioner

Mark Hoover, Clinton County Presiding Commissioner

David Tolen, Daviess County Presiding Commissioner

Ronnie Mercer, Gentry County Presiding Commissioner

Kenny Roberts, Grundy County Presiding Commissioner

Raymond Wells, Harrison County Presiding Commissioner

Rick Solomon, Linn County Presiding Commissioner

Clifford Shipley, Mercer County Presiding Commissioner

Lester Keith, Nodaway County Presiding Commissioner

Chris May, Sullivan County Presiding Commissioner

Billy Mozingo, Worth County Presiding Commissioner

**Northwest Region
Plant Closures and Layoffs
1996 – 2005**

Company Name	City	County	Layoff Date	# Affected
NWMSU	Maryville	Nodaway	05/31/05	25
APAC	St. Joseph	Buchanan	03/03/05	55
Bio Life Plasma Service	St. Joseph	Buchanan	01/14/05	25
Arbor House Restaurant	Jamesport	Daviess	12/14/04	5
DURA Automotive	Brookfield	Linn	09/21/04	261
Mead-Westvaco Corporation	St. Joseph	Buchanan	08/20/04	400
Tarkio Academy	Tarkio	Atchison	07/20/04	175
Dura Automotive	Brookfield	Linn	07/04/04	250
Sub-Total – PY 04				1,196
HATCO-Stetson	St. Joseph	Buchanan	06/02/04	115
Aegis Communications Group	St. Joseph	Buchanan	06/01/04	240
GHS Manufacturing	Albany	Gentry	05/26/04	6
NW Psychiatric Rehabilitation Center	St Joseph	Buchanan	05/11/04	16
Commerce Bank of St Joseph	St Joseph	Buchanan	02/24/04	2
Mound City Day Care Learning Center	Mound City	Holt	02/01/04	4
Donaldson Filtration Solutions	Chillicothe	Livingston	01/09/04	10
Donaldson Filtration Solutions	Chillicothe	Livingston	01/05/04	55
Mickey G's Clothing	Maryville	Nodaway	12/31/03	7
King's Store	Mound City	Holt	12/18/03	3
Nestle Purina PetCare	St. Joseph	Buchanan	12/04/03	145
Sub-Total – PY 03				603
AC Erico	Maryville	Nodaway	06/28/03	25
NW Psychiatric Rehabilitation Center	St. Joseph	Buchanan	06/15/03	40
Essex	St. Joseph	Buchanan	06/11/03	15
Midwest Hanger Company	Cameron	Clinton	06/06/03	103
Research Seed	St Joseph	Buchanan	05/13/03	30
Glen Gerry Brick	Chillicothe	Livingston	03/17/03	39
Midwest Manufacturing	Stanberry	Gentry	03/14/03	3
Green Acres Nursing Home	St Joseph	Buchanan	02/28/03	28
Donaldson Filtration Solutions	Chillicothe	Livingston	02/14/03	30
Altec Industries, Inc.	St. Joseph	Buchanan	01/24/03	120
Hardee's	Mound City	Holt	12/20/02	5

Squaw Creek Truck Plaza	Mound City	Holt	12/09/02	40
Donaldson Filtration Solutions	Chillicothe	Livingston	12/01/02	60
Cub Foods	St. Joseph	Buchanan	10/19/02	100
Dunlap Manufacturing	Unionville	Putnam	10/19/02	7
Princeton Care Center	Princeton	Mercer	10/11/02	35
Gentry Co Assoc - Retarded Citizens	Albany	Gentry	10/02/02	3
Pettlon Foundry	Maryville	Nodaway	10/02/02	3
Places	Bethany	Harrison	10/02/02	50
505 Clothing Store	Mound City	Holt	10/01/02	1
Acoustics Development Corp (ADCO)	St Joseph	Buchanan	10/01/02	50
Quality Binding	Marceline	Linn	09/30/02	4
Big Boys Restaurant	St Joseph	Buchanan	09/01/02	28
Con Agra	Milan	Sullivan	07/01/02	532
Department of Revenue St Joseph	St. Joseph	Buchanan	07/01/02	13
Sub-Total – PY 02				1,364
Nestle Purina PetCare (Friskies)	St. Joseph	Buchanan	06/28/02	120
JC Penney	Trenton	Grundy	06/03/02	15
AC ERICO	Maryville	Nodaway	06/01/02	15
Snorkel	St Joseph	Buchanan	05/20/02	175
Econo Foods	Maryville	Nodaway	05/16/02	28
ASAP	Maryville	Nodaway	05/01/02	20
Branding Iron Restaurant	Trenton	Grundy	03/01/02	3
IEM	St Joseph	Buchanan	02/22/02	28
SEMCO	Chillicothe	Livingston	02/12/02	47
Cactus Grille & Cantina	Maryville	Nodaway	01/05/02	2
Census Center Employees	St Joseph	Buchanan	01/05/02	2
Chillicothe Sales	Chillicothe	Livingston	01/05/02	54
Heilig-Meyers	Maryville	Nodaway	12/01/01	20
Fletcher Hardware	Brookfield	Linn	11/19/01	3
Combs Medical Clinic	Albany	Gentry	11/01/01	3
Sky Jack	St Joseph	Buchanan	10/24/01	70
Green Hills	St Joseph	Buchanan	10/23/01	50
Country Market	Brookfield	Linn	10/01/01	35
Altec Industries, Inc.	St. Joseph	Buchanan	08/29/01	135
Donaldson's	Chillicothe	Livingston	08/01/01	21
Esry's Grocery	Brookfield	Linn	08/01/01	4
Esry's Grocery	Hamilton	Caldwell	08/01/01	10
Esry's Grocery	Trenton	Grundy	08/01/01	15
Prime Tanning	St. Joseph	Buchanan	07/18/01	80
Donaldson's	Chillicothe	Livingston	07/01/01	4
Food 4 Less (Fally's Inc)	Maryville	Nodaway	07/01/01	3
Fuhrhop Chevrolet	Brookfield	Linn	07/01/01	3
Sub-Total – PY 01				965

Bookstore	Maryville	Nodaway	06/01/01	193
Donaldson's	Chillicothe	Livingston	06/01/01	13
Affiliated Foods	St Joseph	Buchanan	05/01/01	30
Montgomery Wards	St Joseph	Buchanan	04/04/01	97
Mercantile Bank	Trenton	Grundy	04/03/01	8
D & S Western	Maryville	Nodaway	03/15/01	17
Wards	St. Joseph	Buchanan	03/13/01	97
St. Joseph Light & Power	St. Joseph	Buchanan	02/16/01	70
D & G Custom Chrome	Brookfield	Linn	02/01/01	15
Hardee's	Chillicothe	Livingston	01/05/01	3
Hendley Equipment	Mercer	Mercer	01/05/01	10
GeeCee Cap Factory	Grant City	Worth	12/01/00	5
Higgy's Steak House	Maryville	Nodaway	11/01/00	47
Hill Crest Manor	Hamilton	Caldwell	11/01/00	15
Identity Headwear	Pattonsburg	Daviess	10/01/00	35
Industrial Equipment	Chillicothe	Livingston	08/01/00	25
John's Hometown Market	Maryville	Nodaway	06/01/00	4
Sub-Total – PY 00				684
Quaker Oats	St. Joseph	Buchanan	01/01/00	610
Fuhrhop Chevrolet	Brookfield	Linn	12/13/99	21
Med-4-Home	St Joseph	Buchanan	12/01/99	34
Mercantile Bank	Skidmore	Nodaway	12/01/99	21
MFA Ag Service	Chillicothe	Livingston	12/01/99	22
Modine	Trenton	Grundy	12/01/99	2
JC Penney	Chillicothe	Livingston	11/15/99	12
Maryville Implement	Maryville	Nodaway	11/01/99	12
Medicine Chest	Maryville	Nodaway	11/01/99	42
Midwest Manufacturing	Stanberry	Gentry	10/01/99	10
RSI-Supervalu, Inc.	St. Joseph	Buchanan	09/01/99	125
Montgomery Wards	St Joseph	Buchanan	09/01/99	10
Nutrena Feeds	Sheridan	Worth	09/01/99	4
Peak Entertainment	Maryville	Nodaway	08/01/99	36
Pixie Shop	Grant City	Worth	08/01/99	2
Place's	Bethany	Harrison	08/01/99	3
North MO Mental Health	Trenton	Grundy	07/01/99	17
Payless Cashways	St Joseph	Buchanan	07/01/99	14
Sub-Total – PY 99				997
Place's	Bethany	Harrison	05/01/99	130
Tarkio Tire & Auto	Tarkio	Atchison	05/01/99	2
Princeton Power & Light	Princeton	Mercer	04/01/99	5
Recycling Center	Maryville	Nodaway	04/01/99	3
St Francis Hospital	Maryville	Nodaway	03/01/99	3
U-Turn Diner	Tarkio	Atchison	03/01/99	8
Schooler's Store	Craig	Holt	02/01/99	13

Snorkel	St Joseph	Buchanan	02/01/99	12
St Joseph Grain Exchange	St Joseph	Buchanan	02/01/99	26
Stuart's Drive In	Stanberry	Gentry	02/01/99	3
Tarkio Academy	Tarkio	Atchison	02/01/99	2
Woodruff-Arnold	Tarkio	Atchison	11/01/98	35
Xentel Inc	St Joseph	Buchanan	11/01/98	5
York International	Albany	Gentry	11/01/98	19
Golden Corral	Maryville	Nodaway	10/01/98	30
Scott Chevrolet	Hamilton	Caldwell	10/01/98	6
Walsworth Publishing	Brookfield	Linn	10/01/98	14
Donaldson's	Chillicothe	Livingston	09/01/98	23
Hibbs Auto Supply	Maryville	Nodaway	09/01/98	3
Leewood Home Health	Milan	Sullivan	08/01/98	16
Republic Automotive	Chillicothe	Livingston	08/01/98	22
Sub-Total – PY 98				380
Venture	St Joseph	Buchanan	06/01/98	74
M & S Trucking	Meadville	Linn	04/01/98	22
Nightingale Home Health	St Joseph	Buchanan	01/09/98	10
Apex Plastics	Chillicothe	Livingston	01/01/98	9
St Joseph Family Care & Pediatric	St Joseph	Buchanan	12/31/97	40
O'Brien Brothers	Leon, IA	Putnam	12/01/97	7
Snorkel	St Joseph	Buchanan	11/13/97	95
Wyatt's Cafeteria	St Joseph	Buchanan	11/13/97	26
Yellow Cab	St Joseph	Buchanan	11/13/97	11
A-1 Ready Mix	Maryville	Nodaway	11/03/97	4
Winstead's Restaurant	St Joseph	Buchanan	11/01/97	35
Headwear USA	Maysville	DeKalb	10/27/97	12
Spaghetti Jack's	St Joseph	Buchanan	09/09/97	10
Sub & Stuff Restaurant	St Joseph	Buchanan	09/09/97	6
Sub-Total – PY 97				361
Herff Jones	Marceline	Linn	06/06/97	91
Stride Rite Corporation	Hamilton	Caldwell	06/06/97	300
Top Stitch Country	Stanberry	Gentry	06/01/97	9
United Cerebral Palsy(UCP)	St Joseph	Buchanan	05/06/97	3
St. Joseph State Hospital	St. Joseph	Buchanan	04/30/97	60
Family Guidance Center	St Joseph	Buchanan	04/30/97	12
NW Psych Center/Woodson Children	St Joseph	Buchanan	04/01/97	48
Western Auto	St Joseph	Buchanan	04/01/97	9
Paradise Donuts	St Joseph	Buchanan	03/19/97	3
Old Tyme Diner	Stanberry	Gentry	03/18/97	2
Mound City Family Care	Mound City	Holt	03/14/97	5
Karen's Kitchen	Maryville	Nodaway	03/05/97	1
Blue Goose Antiques	Mound City	Holt	02/28/97	1
Stride-Rite	Hamilton	Caldwell	02/19/97	317
NAPA Auto Parts	St Joseph	Buchanan	01/28/97	5

TG&Y	St Joseph	Buchanan	01/15/97	4
Stage Stop	St Joseph	Buchanan	12/04/96	10
Big Boys Toys	St Joseph	Buchanan	12/03/96	2
Mark VII Trucking	St Joseph	Buchanan	12/02/96	32
Office 1 Superstore	St Joseph	Buchanan	11/11/96	5
Mead Products	St Joseph	Buchanan	10/05/96	100
Pamida/ ShopKo Warehouse	Bethany	Harrison	08/01/96	51
Sub-Total – PY 96				1,070
GRAND TOTAL				7,620

*It should be noted that while we believe this listing of plant closings and layoffs in the Northwest Region is accurate and can be documented, it is a listing of reductions only and does not reflect the net loss or gain of jobs. It therefore does not account for companies which may build labor force back to original workforce levels, or in some cases experience a net increase of jobs. At this time, we are unaware of a method to determine and document net jobs for our entire eighteen-county region.

PY 2005 and 2006 Final Negotiated WIA Performance Measures for Northwest Region

Category	Region PY05 Planned Level	Region PY06 Planned Level
Adults		
Adult Entered Employment	79.0%	80.0%
Adult Employment Retention	86.0%	85.0%
Adult Earnings Change	\$4,545	\$4,586
Adult Employment & Credential	58.0%	59.0%
Dislocated Workers		
DW Entered Employment	90.0%	90.0%
DW Employment Retention	88.0%	88.0%
DW Earnings Replacement	(\$413)	(\$413)
DW Employment & Credential	68.0%	68.0%
Older Youth		
Older Youth Entered Employment	82.0%	82.0%
Older Youth Employment Retention	82.0%	82.0%
Older Youth Earnings Change	\$2,800	\$3,000
Older Youth Credential	63.0%	63.0%
Younger Youth		
Younger Youth Skill Attainment	87.0%	87.0%
Younger Youth Diploma Attainment	80.0%	80.0%
Younger Youth Retention	60.0%	60.0%
Customer Satisfaction¹		